



**CITY OF KIRKLAND**

Information Technology Department

123 Fifth Avenue, Kirkland, WA 98033 425.587.3050

[www.kirklandwa.gov](http://www.kirklandwa.gov)

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**MEMORANDUM**

**To:** Kurt Triplett, City Manager  
**From:** Brenda Cooper, CIO  
**Date:** September 18<sup>th</sup>, 2012  
**Subject:** IT Study Session Overview

RECOMMENDATION

City Council reviews the proposed agenda below and the attached material. If Council would like to have us address any other specific IT topics, please let me know.

BACKGROUND DISCUSSION

This is the IT department's annual opportunity to address the City Council. This year, there are more serious topics that we hope to cover than usual; and we have also included more reading material:

- 1) Memo describing our reaction to two consultant work products, an infrastructure roadmap and a security study. This does include a resource request but does not ask for any decisions or action prior to the regular budget process.
- 2) Infrastructure Roadmap, work performed by Hargis Engineers.
- 3) The Security Study, work performed by Anitian. This study will be delivered in paper and not posted publicly because it contains information that is exempt from public disclosure under RCW 42.56.420. Of note, the text of the primary findings is included in the memo referenced above, which is fully disclosable.
- 4) A letter from Mike Hamilton, the information security officer for the City of Seattle.
- 5) Memo discussing the findings from the 2012 IT Customer Satisfaction Survey.
- 6) Compiled results from the IT customer satisfaction survey

The actual study session agenda will cover the first three items, and will also allow for some time to discuss IT future projects and trends.

Department management is looking forward to meeting with the Council.



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### **MEMORANDUM**

**To:** Kurt Triplett, City Manager

**From:** Brenda Cooper, Chief Information Officer

**Date:** September 26<sup>th</sup>, 2012

**Subject:** Security Audit and Infrastructure Roadmap Responses

### **Recommendation**

Council reviews this memo and the referenced reports. There is no action being requested of Council at this time, although this information may be useful in upcoming budget deliberations. Staff is sharing this information with Council in order to:

- Inform council of the IT infrastructure roadmap, including upcoming near-term projects
- Review the recent security audit and increase council's appreciation for the complex and critical nature of IT security
- Provide council the background information that they may need to decide on IT resources as they relate to these topics through the budget process (IT security and network infrastructure).

There will be no request that Council support any specific budget action during this study session.

This memo and the associated reports cover a lot of information. Staff has tried to discuss these topics in plain language, but Council should feel free to email or call Brenda Cooper with questions.

### **Background Discussion**

The City of Kirkland's IT department has recently been evaluated by two different consultants in two different takes on the department's current success and future direction:

1. Hargis Engineers created an enterprise architecture roadmap as part of the preparation for a major project to replace aging storage and network infrastructure. They reported that the department is doing many things right, but is under-resourced in the network and infrastructure support area. Hargis staff assisted Kirkland IT staff to validate and refine plans for a major infrastructure upgrade that will replace most of the city's network and storage technology.
2. Anitian performed a security audit in mid-2012. They found that the IT department's security program does not fully meet PCI requirements (PCI are regulations imposed on

anyone taking credit cards that protect the security of consumer credit card data), is insufficiently documented, and should be performed with a more focused systems approach. City IT staff spends a good deal of time on security requirements and best practices, the city systems have not been seriously compromised so far, and the system architecture at the city generally performed well on the penetration tests. However, Anitian is correct in their assessment that the current system architecture does not meet compliance requirements in some areas and the IT department's approach to data and information security would benefit from strengthening and formalizing.

Both of these reports are available in their entirety for Council's review. The security report is not public information since it includes data about the city's network that could expose the city to further security threats. It should be handled confidentially and will be provided to Council separately. The enterprise architecture report is included in this packet.

### **Enterprise Architecture Definitions**

The term "enterprise architecture" refers to the centralized and shared technology that allows city computers and applications to work. It includes servers and storage, phones, desktop computers, and the network used to connect them.

Servers are the computers used to run applications like the financial and permitting systems. Kirkland has a total of 82 business application systems, some of which are very small, simple and inexpensive and others of which are very large and expensive. Server technology changes regularly and servers are replaced every four to six years – they are not directly part of this project. Although the actual cost for each year varies, the city spends approximately \$150,000 a year on servers.

The city's storage needs are changing even faster than server needs. Storage is a collection of medium used to store the information in application systems and other information collected by or created by city staff (memos, reports, maps, photos, videos of meetings, etc.). For the purposes of this project, the term also includes backup and recovery technology, but does not include disaster recovery, which there is a separate and funded project for beginning in 2013. The city's storage needs are increasing so much that they are expected to triple in the next five years<sup>1</sup>.

In the current environment, the phone system remains linked to the computer system through unified communications (voice mails appear in user's email in-baskets). The next upgrade of the phone system (slated for 2015-16 and not part of the current infrastructure project) will merge these further, and voice communications will be able to occur across a multitude of devices. Furthermore, staff will not need to be in a city building to use the city phone system.

Similarly, traditional desktops and laptops remain the primary way that staff accesses city technology, even in the field. Over the next two to five years, some of that will begin to transition to tablets and other form factors.

While phone and desktop changes are not part of this project, the infrastructure upgrade had to be planned to support these shifts.

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<sup>1</sup> From 20,000 GB of data to 60,000 GB. See Page 19 of the Infrastructure Roadmap.  
Security and Infrastructure Report Response, Page 2

The network exists between every computer and phone and the server room, between buildings, between racks of servers, some here and some in the City of Bellevue data center, and wirelessly throughout the airspace in most city buildings and in the downtown and two biggest downtown parks. The term "network" includes wired and wireless, wiring, equipment that switches data traffic between locations, security-related devices like network firewalls that keep unwanted data like viruses from penetrating the city network, and connections out to various other entities including the state, the county, the internet, and in some cases to service providers. For example, police cars use commercial wireless network providers to reach back into the city's private network to get data and share information with NORCOM. In addition, the wide area fiber network includes fiber used for Kirkland's intelligent transportation system, which means fiber between traffic control signals and between signals and city hall.

The city's IT infrastructure is used by city staff most often and most directly, but it is also used by the public. Citizens access the wireless network in parks, defense lawyers use the same network in the court, vendors and visitors at any city building use it to connect their own devices. For example, contractors often use the wireless to access their own email while they are doing work on-site at a city desk. Most of the people who use the network never see it, but they do know immediately when it is not working correctly. IT infrastructure failures can bring down critical services: without the network, citizens can't request inspections, obtain permits, sign up for recreation classes, or look up information on the city webpage.

Like any other technology, and even roads, IT infrastructure requires periodic refresh and upgrade. The last large network upgrade here was in 2004, when city staff upgraded most of the city's network infrastructure at the same time that the phone system was modernized. At this time, the IT department is purchasing the appropriate hardware and software for a network and storage replacement project that will be complete in 2013. It is possible that by the next time the storage portion of the IT infrastructure is due for replacement, meeting some of the storage needs by leasing space from others instead of owning the space will cost less (this is part of "cloud" technology).

## **Funding**

This is expensive infrastructure. The size and complexity of the city network has grown over the last decade:

- The city has purchased and occupied new buildings
- The network now carries voice and data
- More city staff need to access the network from more locations during more hours including field staff, travelling staff, and telecommuters
- New regulations such as PCI and more stringent Criminal Justice Information System (CJIS) auditing have added complexity to network design
- The sophistication of security attacks have grown
- As some city data has moved slowly into the cloud, the number of places where data is stored have increased (volunteer data is in one location, other data is in the eCityGov Alliance and located at Bellevue city hall, crime data is at NORCOM, and so forth)
- The wide area fiber network has grown in size and in complexity. In addition to connecting buildings, it now backhauls downtown wireless and is being used for the intelligent transportation system.

Most enterprise IT infrastructure is paid for through the CIP. The IT department used to be allocated about one million dollars in CIP funding per year, and needed to spend less than \$500,000 a year on IT architecture. There is now closer to \$575,000 per year in CIP funding, and almost all of that must be spent on infrastructure. This is not sustainable. It was identified as not sustainable in the 2001 and 2006 IT Strategic Plans, but the city has never had adequate funding to set up a sinking fund. The Finance department is making progress on recommendations for this and is working with the finance committee. The pending sinking fund analysis does not address the underlying need for increased funding, but simply recognizes the current level of resources that are dedicated to that purpose.

Across 2012 and 2013, IT has three related projects. The combined IT infrastructure and storage replacement projects are estimated to cost one million three hundred thousand dollars, and a third project – email archiving – is estimated to cost an additional seventy-five thousand to one hundred thousand dollars, which is budgeted to come from reserves.

The RFP responses have come in for each of these projects and the department will be making awards within the next few weeks. Final costs will be available at that time.

### **Security Scope, Findings and Recommendations**

IT staff recommends that Council review the enterprise security assessment report. This is a summary of the scope of work and findings from the security audit. The short form of the report's findings are that the IT department's security program is not formal enough, is not sufficiently documented, and does not adequately meet the PCI requirement level which the city now falls under. Previously, staff had determined that the city was at a lower level of PCI than the consultant states in this assessment.

The report suggests that the city add resources, add a few layers of security systems (for example, log aggregation and monitoring and intrusion detection), and document and standardize more of the processes that relate to both system configuration and security.

### **IT Staffing Related to These Topics**

Both the infrastructure roadmap and the security audit identified a need for additional staff.

1. The enterprise architecture roadmap recommends that the city add another network engineer to increase the depth in this group, assist the Network and Operations division as they manage an increasingly complex network, and to help get some of the other work that the report calls for completed. At the moment there are two people whose primary job is to work on the network, the network engineer and a network analyst. This would add a third person to that group.
2. In the security audit, Anitian recommended a number of policies which should be developed, additional security safeguards which should be put into place, and that the IT department should appoint an information security manager who is different than the network engineer. The department does not have any available staff who could fill that role, or who would have time to fill that role.

In addition to the work identified in these two studies, additional new work is impacting this group or expected to impact this group in the future. This includes:

- Assisting with the new public safety building
- Supporting the re-design and re-wiring of the current city hall building and re-design of the server room here
- Increased regulatory requirements around public disclosure, credit cards, and health-related data
- Increased complexity of systems and processes as some data moves into the cloud, other data stays here, more applications have internet-facing components, more people want to use mobile devices and tablets, and the demand for storage increases roughly 30% a year
- Upcoming projects, such as disaster recovery, will also need network staff involvement.

The reports together recommend two people, and the city probably has sufficient high-priority work for three. In light of the budget situation, staff is evaluating how to accomplish the high priority items with a one-time temporary position funded from IT reserves.

The City Manager is evaluating the IT security and network needs and how they fit into the overall budget picture and financial resources and will make a recommendation to the Council as part of the 2013-14 budget process.

### **Funding Sources and Risks for this Potential Staffing Request**

IT has sufficient cash in its reserves to fund one temporary position. If this position is funded with IT cash, it will impact the department's ability to handle other emergencies, and put the department in the position of funding two critical staff members doing ongoing work through one-time sources. A senior applications analyst was recently hired to help departments work through some of the systems upgrade backlog, such as the Hansen maintenance management system, and to help staff implement approved new systems, such as the building sinking fund management system.

<b>IT available cash as of April (in thousands)</b>	<b>750</b>	Over and above the reserves required to manage cash-flow and desktop equipment replacement
Senior applications analyst	284	Temporary staff member added to the Applications division in 2012 due to workload
Balance	466	
Network engineer or similar position (24 months)	252	This request, in this memo. Estimated cost.
Subtotal	214	
Money committed to balance IT CIP in out years	194	IT cash was identified as the tool to allow balancing of the CIP in out years. It is thus already committed to future years and should not be spent now.
Balance after potential draws above	20	

There are also other potential draws against these funds related to the establishment of IT sinking funds, so care needs be taken that the most important options are chosen. In spite of the fact that

IT management doesn't much like the trade-offs identified above, they feel that both reports are right, and ignoring the recommendations for additional staff adds risks.

Some of these risks include:

- If the security shortfalls result in an actual reportable breach (the city loses personally identifiable citizen or staff data, or worse, credit card data) there could be significant costs. These costs include fines, but the larger costs are usually tied to discovery and mitigation. Some of the complex public records request work staff has done lately is illustrative of the drain in both cash and staff time that the city could experience if there is a significant breach.
- Now that the security shortfalls have been formally identified, it is important that the city takes action. There may be more liability for failing to correct risks that have been formally identified to staff. The IT department does not have the time to do this and complete the other critical projects with current staffing.
- If staff does not get the infrastructure replacement work done on time, the city may run out of disk space before the replacement is online. Mitigation could mean investing more money in a technology that the city is about to abandon.
- Already, when one of the two staff capable of working on network issues is ill, on vacation, or in training, the department is unable to both respond to emergencies and to perform normal daily maintenance or make forward progress on projects. For example, in July of 2012 the network engineer was out of the country and two file servers, the clocks and phone time synchronization, and the print server all had outstanding issues that were directly affecting customers. The current level of staffing may result in more downtime when similar situations occur.
- Getting both the new public safety building and the changes to the main city hall building handled will require time from the network staff at design, build, and move points in the building lifecycle. It's important that there is enough time available to do these correctly both to save time and money and to avoid mistakes.

## **Related Funding**

The department set aside \$130,000 in 2013 in the IT CIP to cover some of the non-staff expenses related to the security study. This is less than the total recommendation, but probably realistically represents the total amount staff can spend even if this staffing request is approved.

There is an additional \$65,000 in 2014 for the next network security study.

There is also \$50,000 and \$150,000 set aside in 2013 and 2014, respectively, for a disaster recovery project. Achieving PCI compliance also requires a documented disaster recovery plan, which does not exist today.

There will probably be some additional ongoing cost for any new hardware and software purchased to support the security study.

## Alternate Methods to Augment or Outsource the Security Work

Some of this work could be outsourced, although management prefers a combination of in-house staffing and consultant resources. The infrastructure study comments on outsourcing by saying, "Outsourced secondary resources may be considered; however, transfer of knowledge between internal and external resources can also pose risks." Some of the specific security recommendations, such as implementation of log aggregation and monitoring, could be done by internal or external resources, and might be better done with at least external oversight from experts in IT security. However, most of the security recommendations identify internal resources as the preferred or only source because of day-to-day knowledge about how the city and its supporting systems work, and outsourced work still requires city staff time to oversee and to continue after the consultant is gone.

## Cost for Outsourcing some of the Security Work

The security work ranges from work where staff would benefit from having a consultant either provide advice or in some cases, do the work, to work where city staff actually needs to both design and carry out the work.

Security report action item	Consultant only possible?	Consultant needed if the city hires staff?	Cost Low	Cost High	Notes
Redesign network to isolate the cardholder data environment (CDE)	N	Y	3,700	7,400	Advisory only; staff would do the work
Risk assessment	Y	Y (year 1)	11,100	14,800	Consultant would perform the first evaluation and set up a template so that IT or Finance could perform additional evaluations.
Deploy intrusion detection and prevention	Y	N	3,700	7,400	
System and application hardening	N	Y (less hours)	18,500	22,200	Developing a set of standard configurations and documentation
File integrity monitoring	N	Y	3,700	7,400	Detection of changes to files which introduce security risk
Improve anti-virus systems already in place	Y	N	1,850	3,700	



Security report action item	Consultant only possible?	Consultant needed if the city hires staff?	Cost Low	Cost High	Notes
Log aggregation and monitoring	N	Y (less hours)	3,700	5,550	Logs record system actions. Aggregating and monitoring can warn about increased security risks.
Extend patch management so that in addition to servers and desktops, it also includes installed software such as Adobe products	N	N	3,700	5,550	
Account and password management and access granting	N	Y (less hours)	14,800	18,500	
Assist with policies, procedures, and standards development including bringing in a set of best practices and that COK staff adapt to the city environment	N	Y (less hours)	18,500	22,200	
Total			83,250	114,700	

IT management estimates that even if the department hires in-house staff for the IT security program, the city would benefit from spending \$50,000 to \$75,000 on consultant help across the 2013-14 budget. This money is not identified anywhere at this time. Strategically, staff recommends taking it from the money set aside for security in the RFP and then adding more to the total if the \$130,000 is not enough to cover the security consulting and hardware/software needed.

Like the rest of the city, the IT department has been running on reduced and short staff for some time. Two recent reports pointed out that doing this in the network area poses real risk for infrastructure failure and/or a security incident. The department is not following best practices in some areas, largely because there is not enough time at current staffing levels. This is not the only area where core IT staff are challenged; even with the addition of one new temporary applications staff person that group is also low on resources.

## Conclusion

The effort and costs associated with keeping a reliable, secure, and capable IT infrastructure are growing and changing. It is important to understand this, and to provide for it in future budgeting. In addition, both of these reports pointed out the need to more fully and completely document IT processes and procedures. Final funding recommendations to address the top priority needs will be included in the City Manager's proposed 203-14 budget.

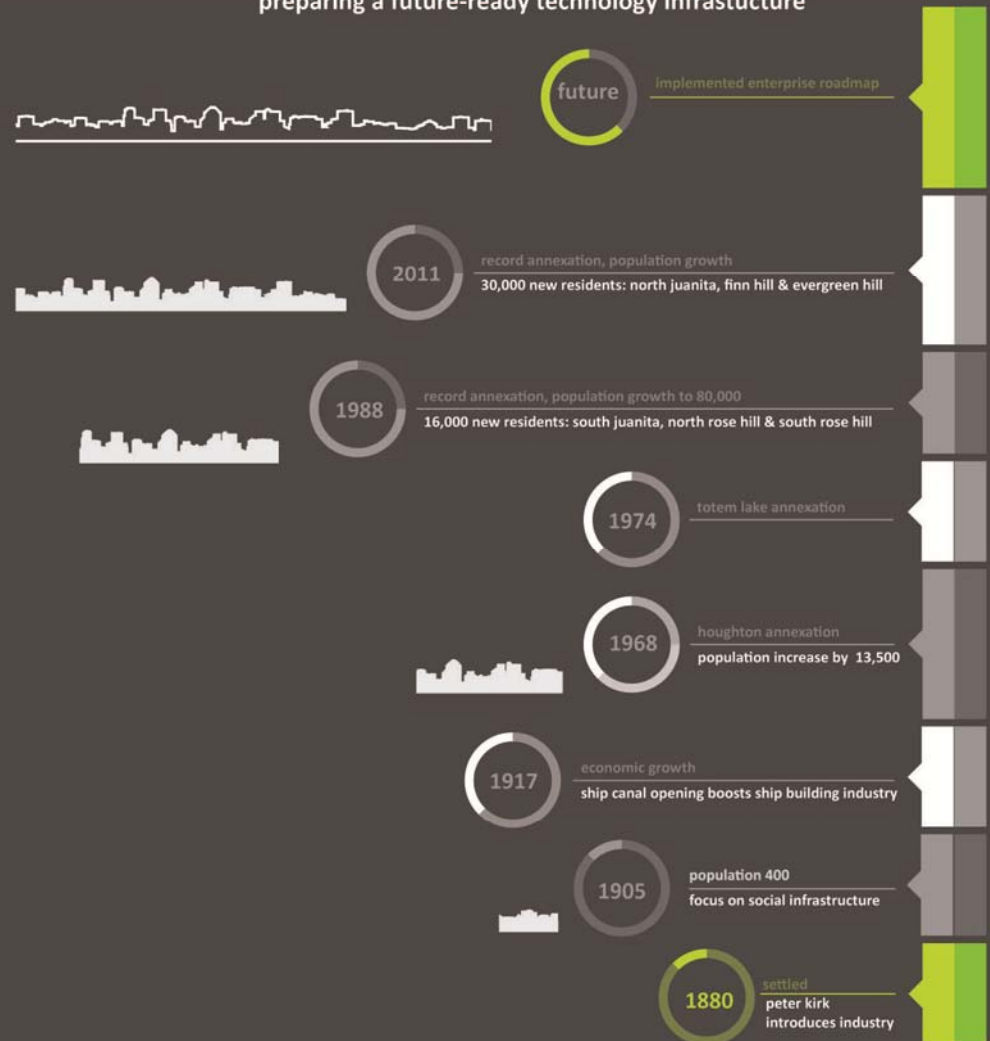
CITY OF KIRKLAND

## Enterprise Architecture Roadmap

*April 2, 2012*

prepared by  
**H A R G I S**

### preparing a future-ready technology infrastructure



## ***Background & Objectives***

The City of Kirkland Information Technology group is evaluating the current state of their information technology infrastructure and the overall costs associated with delivering technology to the business groups they support. Hargis Engineers has been engaged to support this evaluation and to provide a roadmap for recommended modifications, upgrades and changes in direction to the IT infrastructure. This collaborative effort between the City of Kirkland and Hargis Engineers endeavors to evaluate the effectiveness of existing technology and processes as it relates to the following primary goals:

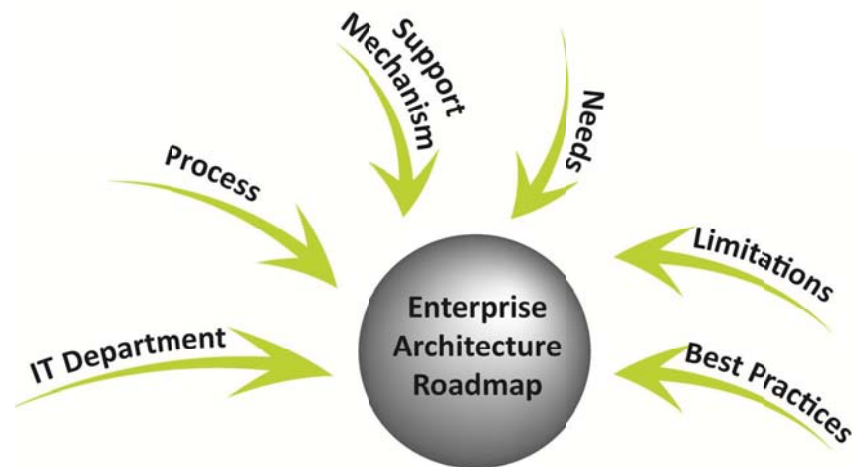
- Review the overall strategy of IT to assess the long term vision and plan for tactical execution
- Review technology transport infrastructure to assess the physical state of connectivity and storage hardware
- Review of IT staff assignments to assess if individual skillsets and overall roles currently in place align to business objectives
- Review IT processes to assess maturity of IT service delivery
- Develop a prioritized roadmap for planning and execution of short term and long term priorities to support the business objectives
- Identify specific implementation recommendations for the infrastructure, processes and services offered

## Approach

Based upon the objectives of this engagement, Hargis Engineers employed a three-phased approach that included interviews, analyzing existing processes and documentation and establishing prioritized objectives to resolve issues that have been identified. The purpose of this approach is to understand the business strategy, future vision, and culture; identify and prioritize potential initiatives based on priorities identified during site visits and meetings; and recommend the short-term and long-term Information Technology (IT) initiatives based on decision criteria.

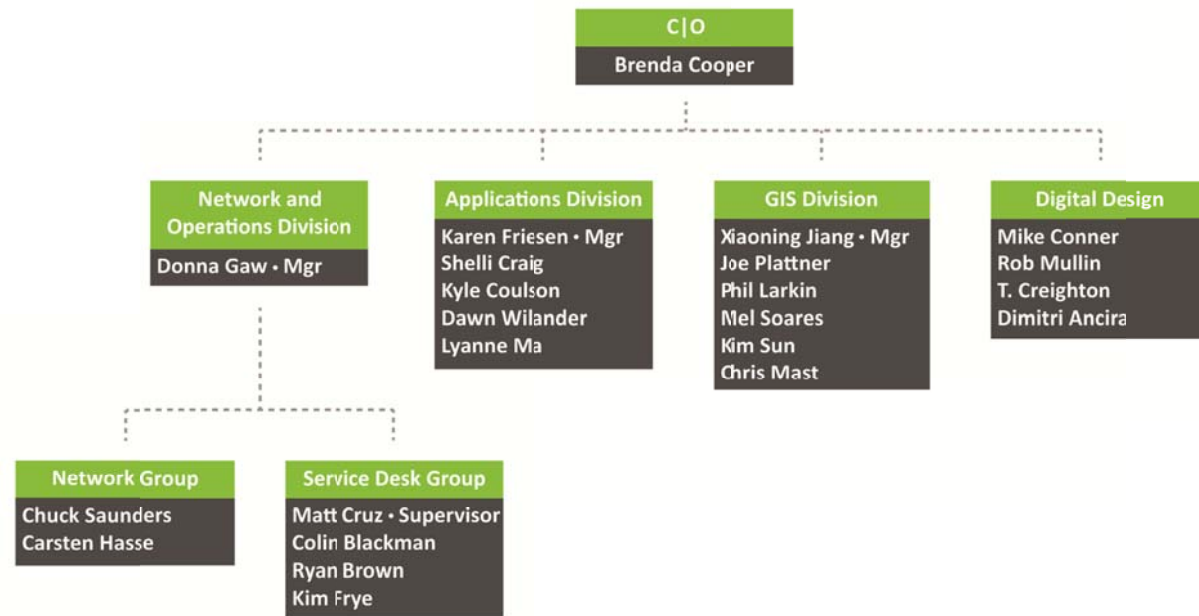
### Interviews

A series of interviews were conducted involving stakeholders from all areas of the IT group to ensure a thorough understanding of the business strategy and vision for information technology. Interviews were conducted by functional business groups within the IT department with an emphasis on roles and responsibilities, IT processes, support mechanisms, immediate and long term needs, known constraints and past lessons learned. To ensure information was communicated and understood accurately, detailed meeting minutes were created, distributed and reviewed by those stakeholders in attendance and corrections and updates were provided and incorporated.



## Stakeholders

The following information summarizes the participants and their individual roles within the organization:



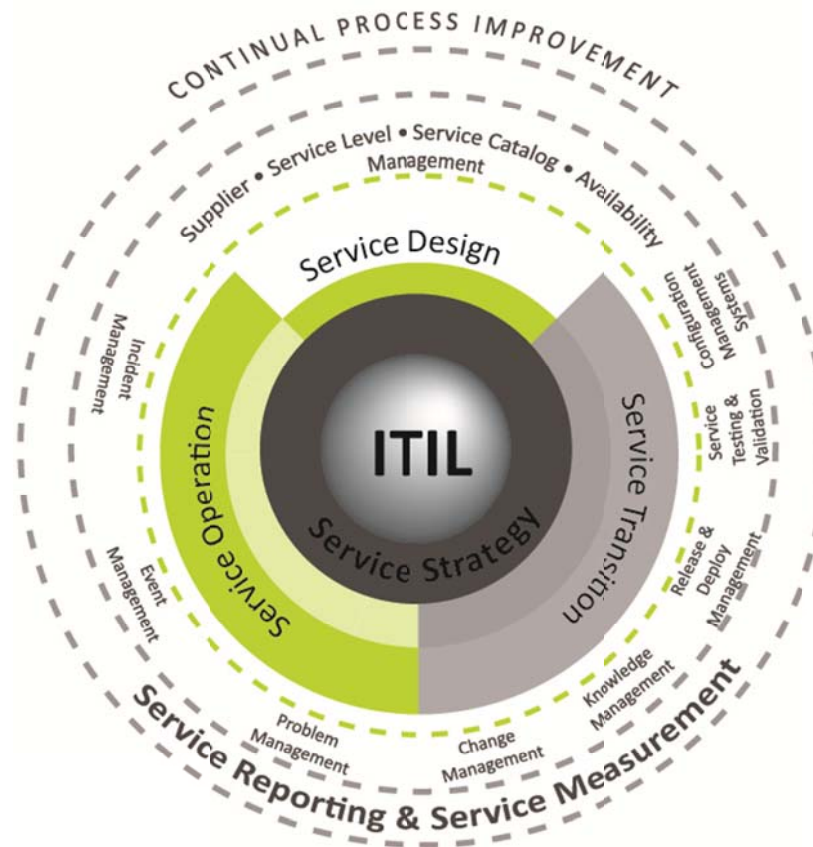
## *Existing Documentation and Processes*

In addition to the subjective aspects of the interview process, existing documentation of the physical network infrastructure, internal process documentation and existing project portfolios were reviewed. Extensive, well-maintained technical data was released to the consulting team, addressing in detail, equipment and configuration information.

IT process documentation including back-up to disk and change control procedures appear functional within the present environment; however, the overall processes lack maturity and will require continual improvement as the environment evolves and grows. Process maturity is a focus of executive leadership based upon the information discussed during the interview process. Recommendations for maturing the IT processes include continuing the existing methodology of incorporating lessons learned and periodic review of the process value to ensure they adapt in-line with the evolution and responsibilities of the IT group. The IT group, with support from the company Third Sky, began implementing Information Technology Infrastructure Library (ITIL) strategies approximately two years ago and core IT staff have been certified at the entry level. Executive leadership has set a tentative target for 2016 to achieve full implementation of the specific ITIL catalogs that have been identified as appropriate for the environment. The ITIL is a set of best practices for IT service management that focuses on aligning IT services with the needs of the business. Based upon our understanding of the current environment and process, the adoption and application of the ITIL methodologies has positively contributed to maturing existing IT processes, establishing new processes and will also provide a mechanism for continual process improvement. The ITIL framework is quite comprehensive and should continue to be reviewed for “right size” implementation, as some aspects of the overall framework are not appropriate for the size and scale of the current City of Kirkland environment.

While the accessibility and accuracy of documentation, including configuration data related to the IT infrastructure, demonstrates the commitment of IT staff to maintain current information, a minor risk exists in that the technical documentation for the IT infrastructure is physically stored on the network and major outages may restrict access to this critical information. This risk is easily mitigated by storing critical information in a diverse and off-line location that can be accessed in case of major outage or failure within the IT infrastructure.

Cloud-based resources may also present an opportunity to mitigate this concern and contribute to enhanced disaster recovery/business continuity plans. However, careful consideration should be made regarding the security of this information. The viability of cloud-based resources is dependent on several factors, including but not limited to the security requirements of information stored on infrastructure as the data is not under direct control and supervision, the cost and speed of internet connectivity, and the overall volume and change rate of data stored.



## Executive Summary

The assessment has analyzed many aspects of the IT infrastructure and support mechanisms, and identified opportunities to expand or modify the infrastructure to meet current and future needs of the City of Kirkland. The concerns included in this report represent opportunities for resolving technical challenges and/or reducing the levels of risk to the enterprise IT infrastructure. While some of the concerns included in this report have not yet created significant issues, mitigating the identified concerns should be considered and prioritized based on executive leadership's determination of acceptable levels of risk within the environment. The following aspects of the City of Kirkland IT environment were observed to provide positive contributions to the delivery of IT services:

- **Acceptable Provisioning** - The overall IT infrastructure is relatively robust and does not currently suffer from congestion or bandwidth issues
- **Equipment Replacement Plan** - Equipment supporting IT has been systematically replaced on regular intervals that maintain vendor and manufacturer support
- **Highly Skilled Technical Staff** - The advanced skillsets of existing staff members combined with minimal staff turnover has resulted in a very positive customer service perception from the users the group supports.
- **Investment Approach** - The systems in place represent 'best in breed' for the vintage and timelines when it was provided and implemented, and appear to have been well maintained.
- **Documentation** - IT documentation including component configurations and technical data is well assembled and appears to be regularly updated.
- **Current Methodologies** - The enterprise has adopted and is using server virtualization and centralized storage methodologies resulting in capital and operational efficiencies.
- **Standardizing Database Engine** – In progress and recently completed projects include migrating to a common standard database engine (SQL) reducing TCO to the enterprise
- **Standardization of Desktop Equipment** - Past equipment replacement projects have resulted in standardization of server and desktop computing equipment.
- **Standardization of Desktop Operating System** – In addition to the standardization of operating systems, the IT group has developed an efficient process for deploying upgrades.



The following points of consideration have the capacity to address inefficiencies and mitigate potential risks to the enterprise. Selecting specific items for implementation should be carefully reviewed as several of the recommendations include dependencies and intrinsic relationships that may require additional accommodations.

- **Roles & Responsibilities** – document roles and responsibilities related to individual and enterprise responsibilities  
Criticality: Medium      \$19,000      2-5 months to implement
- **Operational Level Agreements** – establish mutual understandings of the services offered to internal clients and received from external resources  
Criticality: High      \$32,500      4-8 months to implement
- **Network Resiliency** – engineer core network connectivity and routing using methodologies to avoid single points of failure effecting the entire IT environment  
Criticality: High      \$120,000      6-12 months to implement
- **Wireless Bandwidth** – improve connectivity and wireless speeds to support evolving wireless and mobility applications  
Criticality: Medium      \$158,000      6-12 months to implement
- **Desktop Bandwidth** – mitigate constraints that restrict the ability to provide increased bandwidth at the desktop  
Criticality: Medium      \$620,000      6-36 months to implement
- **Distribution Network** – upgrade or replace the distribution network layer to ensure continued manufacturer and vendor support.  
Criticality: High      \$360,000      6-12 months to implement
- **Skillset and Knowledge Diversity** – improve mentoring and cross-training of skillsets and knowledge required for core network and storage management.  
Criticality: Medium      \$50,000      12-24 months to implement
- **Storage and Storage Area Network** – upgrade or replace the storage area network to ensure capacity for current and future needs, scalability, support of disaster recovery plans and continued manufacturer and vendor support.  
Criticality: High      \$320,000      6-18 months to implement

- **Establish Point of Recovery** - define Recovery Point Objectives (RPOs) and Recovery Time Objectives (RTOs) for critical systems and applications.  
Criticality: High      \$18,000      3-6 months to implement
- **Disaster Planning** - document disaster recovery and business continuity plans and test the plans against the documented benchmarks  
Criticality: High      \$195,000      6-12 months to implement
- **Document Accessibility** – establish a cataloging or data logging process to ease difficulties in locating existing documents on large file servers.  
Criticality: Low      \$60,000      3-9 months to implement
- **Project Planning** – develop mechanism for documenting dependencies between enterprise projects.  
Criticality: High      \$48,000      6-12 months to implement

## ITIL Process Maturity Continuum



ITILv3 (ITIL 2011 edition) includes five core publications including;

1. Service Strategy
2. Service Design
3. Service Transition
4. Service Operation
5. Continual Service Improvement (CSI)

\* The efforts of this project do not endeavor to provide full compliance with the guidelines of ITIL. ITIL methodologies and concepts have been included and referenced in this report where they align with the objectives of this evaluation and where they represent industry best practices.

## ISSUE

### ***Lack of Documented Roles and Responsibilities***

Criticality:	Med
External Cost:	None
Internal Cost:	Low
Complexity:	Low

## RESOURCE REQUIREMENTS

External:	10%
Internal:	90%

## IMPLEMENTATION

Timeline:	2-5 Mo.
Time investment:	100 Hrs
External Costs:	*\$10,000
Internal Costs:	\$9,000

## ANNUAL RE-OCCURRING COSTS

Internal:	.05 FTE
External:	\$0.00

\* Represents outsourced costs for Assyst and SharePoint development.

Executive leadership has aligned the internal IT groups with core responsibilities; there are many shared responsibilities between groups for daily operations as well as project-based activities where specific coordination and communication activities are not documented. Better documentation of specific roles and responsibilities for groups and positions they encompass may contribute to a better understanding throughout the enterprise and reduce potential frustrations among affected staff members. Many existing in-flight projects contain intergroup dependencies that do not appear to be documented, nor does there appear to be an overall mechanism for tracking these project dependencies. The resultant effect is reliance on project managers that are acutely aware of undocumented individual contributions throughout the enterprise. The need for emergency replacement of this knowledge base could represent a risk to the enterprise.

### ***Recommendations***

Project based inter-group dependencies should be documented in the project planning process and requirements for coordination and communication identified early in the project planning process. These dependencies should be documented in the project plans and coordinated throughout the project lifecycle inclusive of documenting and tracking separate milestones. Assuming a Critical Path Management (CPM) based project management approach, identifying the critical paths related to these dependencies can provide proactive oversight of related project based activities. The current approach relies on the assumption that all stakeholders have the same understanding of those processes communicated. While this specific issue did not appear to be affecting the current overall ability to deliver services, employee turnover and potential growth of resource pools may present issues to the scalability of the current process. The department's recent implementation of ITIL compliant help desk (Assyst) software is contributing to resolving the operational constraints noted above, and potential enhancements to this application should be considered to accommodate the project specific elements of this recommendation. Continued development and integration of the existing Microsoft SharePoint environment should also contribute to improving overall communication and coordination.

## ISSUE

### ***Lack of Documented Operational Level Agreements***

Criticality:	High
External Cost:	Low
Internal Cost:	Med
Complexity:	Med

## RESOURCE REQUIREMENTS

External:	5%
Internal:	95%

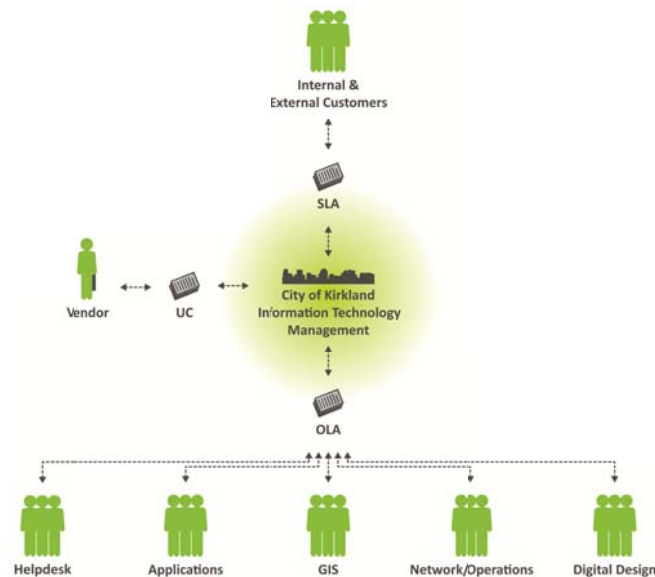
## IMPLEMENTATION

Timeline:	4-8 Mo.
Time Investment:	250 Hrs
External Costs:	\$10,000
Internal Costs:	\$22,500

## ANNUAL RE-OCCURRING COSTS

Internal:	.1 FTE
External:	\$0.00

The City of Kirkland IT group has developed and documented a comprehensive Service Level Agreement (SLA) for supporting internal customers but has not yet created similar documents to define internal service levels expected between working groups within the IT department. Typically, these agreements are referred to as Operational Level Agreements (OLAs) and document the interdependent relationships among internal support groups working to support an SLA. OLAs are not a substitute for SLAs since the purpose of the OLA is to ensure that the underpinning activities that are performed by a number of support team components are clearly aligned to provide the intended SLA. When OLAs are not in place, it can create difficulties for organizations to engineer agreements between the support teams to deliver the SLA. From an operational standpoint, there is a risk that external costs and internal efforts may be duplicated when services that are being maintained through an unknown vehicle are also being provided outside of that (unknown) vehicle. Undocumented service relationships often contribute to conflicting understandings between stakeholders and increased internal and external costs to the enterprise. Without documented OLAs it also becomes nearly impossible to gauge the internal impact of projects, upgrades and enhancements relative to the expectations of the customer.



### *Recommendations*

OLAs should be developed for the working groups internal to the IT organization. A process for reviewing and maintaining OLAs should be created. The review process should include a thorough investigation for compliance with applicable standards, duplicated services, cost effectiveness of the agreement and should specify the frequency of future reviews. OLAs should be stored in a centrally located area with access for appropriate stakeholders to review and update as needed to comply with the process that is implemented.

## ISSUE

### ***Network Resiliency: Single Point of Failure at the Network Core***

Criticality:	High
External Cost:	High
Internal Cost:	Med
Complexity:	High

#### RESOURCE REQUIREMENTS

External:	75%
Internal:	25%

#### IMPLEMENTATION

Timeline:	6-12 Mo
Time Investment:	250 Hrs
External Costs:	\$100K
Internal Costs:	\$22,500

#### ANNUAL RE-OCCURRING COSTS

Internal:	.25 FTE
External:	\$20,000

The City of Kirkland has implemented a robust network infrastructure that delivers high quality data connectivity to the desktop and integrates the core components of the network environment. The existing approach for providing this integrated connectivity relies on a single core network switch that accommodates the majority of client connections as well as core computing component connections. While this core network switch is generally accepted in the industry as a very robust and highly reliable device with many redundancies integral to its construction, it is still noted as a single point of failure within the network infrastructure and represents a risk to the enterprise should key components fail completely. This condition was recently encountered and the failure created a system-wide outage that affected the majority of clients served.

#### *Recommendations*

Provide redundant core network connectivity to protect against single component failure. The entire core network environment should be specifically evaluated to determine where redundancy and resiliency should be incorporated. Client connections should be diversified from core connections to provide a more distributed approach to network connectivity thereby reducing the gross number of clients affected in the event of a failure. Individual components of the core network should be evaluated to determine the appropriate level of resiliency (N+1, N2 or N+N). Integration with other existing network components and the ability of the enterprise to support the new or re-engineered core network should be taken into considerations during the procurement process. A thorough RFP for core network replacement/upgrade should accommodate the items listed above and provide for a competitive procurement process that supports the fiscal objectives of executive leadership.

## ISSUE

### ***Wireless LAN lacks bandwidth***

Criticality:	Med
External Cost:	Med
Internal Cost:	Low
Complexity:	Low

#### RESOURCE REQUIREMENTS

External:	85%
Internal:	15%

#### IMPLEMENTATION

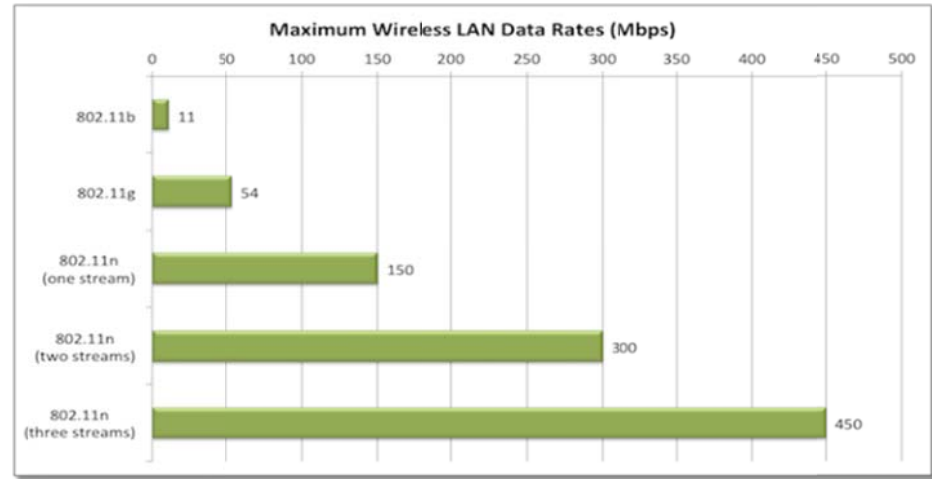
Timeline:	6-12 Mo
Time Investment:	200 Hrs
External Costs:	\$140K
Internal Costs:	\$18,000

#### ANNUAL RE-OCCURRING COSTS

Internal:	.1 FTE
External:	*\$11,400

\* Re-occurring annual external costs reflect the total cost of maintenance contracts for the wireless system.

Wireless LAN (WLAN) connectivity is primarily composed of 802.11b/g access points that do not support the higher data rates (802.11n) typically required within the enterprise. WLAN connection speeds are dictated by the equipment that provides radio frequency connectivity, commonly called wireless access points (WAPS), and upgrading to higher data rates typically requires the replacement of WAPS and replacement or upgrade of the wireless controller. The current equipment does not support the higher data rates that are a requirement for many current and most new wireless based applications. This presents a functional limit to the services and applications that can be deployed across the WLAN.



### ***Recommendations***

Replacement of WAPS and implementation of dual redundant wireless controllers to support higher data rates should be considered and if possible, the deployment should coincide with the replacement of core network and client switch connectivity to maximize the economy of scale. Additional benefits of integrating the delivery of replacement WLAN infrastructure with the replacement of wired connectivity may be measured by reducing the overall impact to the user community. We also recommend not entering into service/maintenance contracts for access points (Cisco Smartnet) based on the high cost of the service contract compared to the quantity, availability and relatively low cost of replacement devices. The re-occurring costs to the left reflect this value-based approach.

## ISSUE

### ***Increase Desktop Bandwidth***

*(Access Switches)*

Criticality:	Med
External Cost:	High
Internal Cost:	Med
Complexity:	High

#### RESOURCE REQUIREMENTS

External:	70%
Internal:	30%
Time Investment:	600 Hrs
External Costs:	\$620K**
Internal Costs:	\$54,000

#### ANNUAL RE-OCCURRING COSTS

Internal:	.25 FTE
External:	\$45,000

\*\* Costs shown do not include potential construction costs associated with the re-wiring of the existing facility which is estimated to be approximately \$175K (additional)

The current architecture for desktop connectivity within the enterprise is not industry standard and relies on a single network cable (Category 5 or Category 5e) to each workstation to support both Voice Over Internet Protocol (VOIP) telephony service as well as desktop computing connectivity. Connectivity is accomplished by connecting the telephone device to the network infrastructure through this single network cable, and the desktop computer is then connected to the VOIP telephone. While the Category 5 cabling may support migrations to speeds beyond 100 megabits per second (MB/sec), the Ethernet switch integral to the telephone will not, effectively limiting the desktop network connection speed to 100MB/sec. Currently, the enterprise is not positioned to easily migrate to higher bandwidth speeds at the desktop, effectively limited their ability to scale to meet customer needs.

### *Recommendations*

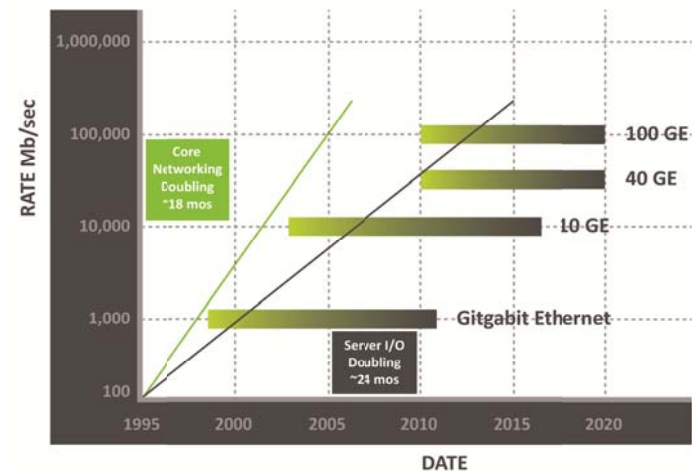
Providing 1000MB/sec (Gigabit Ethernet) connectivity to desktops computers should be considered as the current desktop computers are already equipped with network interface cards (NICs) that support 1000MB/sec connectivity and the need for increased bandwidth has been identified. The structured cabling supporting users within the facility should be replaced and/or upgraded to provide at least two network connections per user. Telephony and desktop computing should be delivered on separate cable infrastructure to allow for the different needs of both systems and for flexibility in future migrations to higher bandwidth at the desktop. Once the facilities' horizontal cabling has been replaced and supplemented as described, new client access switches will provide 1000MB/sec at the desktop. We understand there is a future project that is not included in the current IT workplan to potentially remodel the current facility in 2015. This potential project provides an opportunity for these cabling upgrades to be provided outside of a dedicated project effort and with minimal impact to the user community. The lifecycle of replacement client serving switches should be evaluated and align with the cabling infrastructure



modifications. There would be limited benefit to providing 1000MB/sec switches without changes to the cabling infrastructure.

### *Option 1*

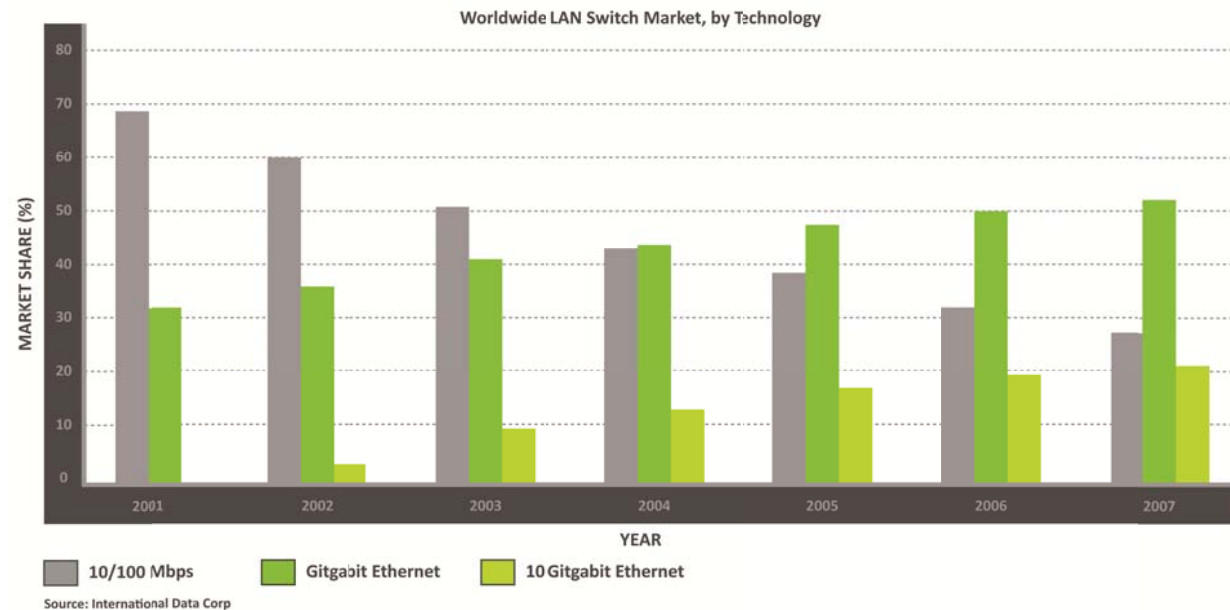
We understand there is a potential future project to migrate away from Cisco VOIP telephony and utilize Microsoft Lync or a similar desktop/telephony integration thereby eliminating the actual telephone device (telephony services become a component of the computer workstation). This approach could potentially eliminate the constraint of the telephone limiting the workstation connection speeds and may not require additional or replacement horizontal cabling to deliver telephony and computer connections separately. Regardless of the technology direction for providing telephony, industry standards and best practices still recommend a minimum of two wired connection points per user. There are many unanswered questions regarding how Lync would actually be deployed and if it is the right fit for all telephony users within the enterprise. The basic dependency for this option is deployment of Lync throughout the enterprise prior to or in conjunction with increasing bandwidth to the desktop.



### *Option 2*

It is possible to replace telephone devices with newer versions that will support 1000MB/sec; however, this approach would require replacement of all existing telephone devices. This approach is not recommended since it represents a very high incremental cost to replace telephone devices that are currently serviceable and the telephony component would see no

essential benefits since the higher bandwidth is not required for telephony. If migrating to higher desktops bandwidth is required by the enterprise, and new cabling cannot be provided, this represents a viable although expensive option with limited future benefit.



## ISSUE

### ***Distribution Network & Connectivity***

Criticality:	High
External Cost:	High
Internal Cost:	Low
Complexity:	High

#### RESOURCE REQUIREMENTS

External:	90%
Internal:	10%

#### IMPLEMENTATION

Timeline:	6-12 Mo
Time Investment:	150 Hrs
External Costs:	\$360K
Internal Costs:	\$13,500

#### ANNUAL RE-OCCURRING COSTS

Internal:	.2 FTE
External:	\$40,000

The network layers supporting transport and distribution throughout the enterprise are provided by equipment (including Ethernet switches, routers, hardware based firewalls and content filters) that has reached their end of serviceable lifespan and many are no longer supported by the manufacturer. Non-availability of emergency replacement for like kind equipment represents a risk to the delivery of IT services. The overall distribution network throughout the enterprise is a blend of distribution switches (Cisco 3550) at remote locations that are connected to the core network switch along with routers, firewalls and content filters supporting varying needs for segregation and security. The majority of local client connections are also supported with 96 and 48 port line cards physically located within the single core switch. This approach represents a cost-conscious deployment methodology with many efficiencies; however, it also represents a risk since there exists a single point of failure for nearly the entire Ethernet network. The majority of existing client serving Ethernet ports provided include Power Over Ethernet (POE) and as noted above, are limited to 100MB/sec.

### ***Recommendations***

The distribution and access components of the network infrastructure should be divested from the core switch and upgraded or replaced to include new hardware firewalls, content filters, redundant core switching (noted separately under "Network Core"), routing and transport switches. Based upon constraints with the ability to increase desktop bandwidth (noted elsewhere in this report), the existing "core" switch could potentially be left in operation to accommodate support for a portion of the existing client connections after distribution and access responsibilities are migrated to new hardware and replaced at a later date once the physical cabling constraints are removed.

## ISSUE

### ***Skillset and Knowledge Diversity: Core Network and Storage Administrator***

Criticality:	Med
External Cost:	Low
Internal Cost:	High
Complexity:	Med

#### RESOURCE REQUIREMENTS

External:	5%
Internal:	95%

#### IMPLEMENTATION

Timeline:	1-2 Yrs
Time Investment:	500 Hrs
External Costs:	\$5,000
Internal Costs:	\$45,000

#### ANNUAL RE-OCCURRING COSTS

Internal:	1.0 FTE
External:	\$0.00

Overall responsibility for configuring, managing and maintaining the core network transport infrastructure, storage area network, network security, wide area networking and back-up to disk systems is largely the responsibility of a single individual. While the systems that this individual is responsible for maintaining appear to be well documented, many aspects of the current environment are unknown to others within the enterprise. Emergency replacement of this individual represents a risk to the enterprise's ability to deliver services and maintain the critical infrastructure.

### ***Recommendations***

Creating some level of redundancy at this position should be considered to reduce the reliance on a single individual. Additionally, this employee's workload and responsibilities should be reviewed to determine if additional staffing is prudent based upon the importance of this role within the enterprise. Outsourced secondary resources may also be considered; however, transference of knowledge between internal and external resources can also pose risks. If additional staff is allocated, or if existing staff are re-assigned additional responsibilities, a formal cross-training program and mentoring process should also be identified to provide additional risk mitigation. Adopting this recommendation would also contribute to reducing the potential time to implement ITIL initiatives identified by executive leadership and contribute to timely updates of critical network documentation. The internal costs identified to the left represent the temporary reduced productivity of a new employee as they become familiar with the existing environment, systems and processes currently in place.

## ISSUE

### **Storage Area Network**

Criticality:	High
External Cost:	High
Internal Cost:	Med
Complexity:	High

#### RESOURCE REQUIREMENTS

External:	90%
Internal:	10%

#### IMPLEMENTATION

Timeline:	6-18 Mo
Time Investment:	200 Hrs
External Costs:	\$320K*
Internal Costs:	\$18,000

#### ANNUAL RE-OCCURRING COSTS

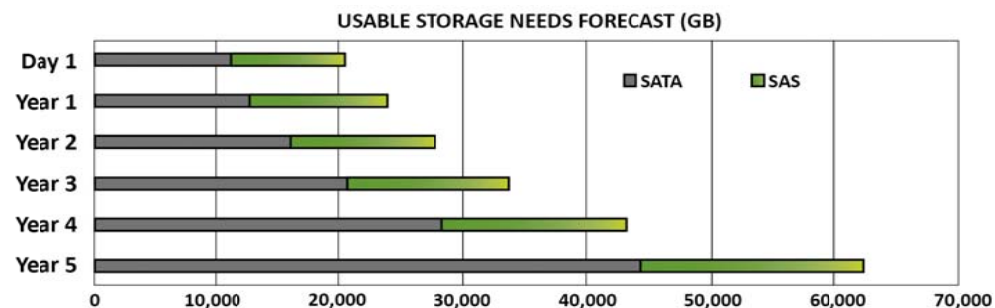
Internal:	.15 FTE
External:	\$40,000

\* Estimated external costs are based on current total volume and anticipated growth for a period of 5 years, and is not a direct replacement for the existing equipment.

The Storage Area Network (SAN) implemented by the City of Kirkland is a robust and reliable system that appears to be supporting the needs of the enterprise with a high degree of reliability. The components of this SAN are aging and are nearing the end of their serviceable lifespan. Additionally, the scalability of the SAN is becoming more important based on larger file sizes, increased quantity of data requiring storage and increased need to access data quickly and by integrated applications. The adoption of server virtualization also presents additional requirements of the SAN that may not have been as prevalent when it was last replaced. The overall approach to centralized storage and SAN architecture is in line with current industry practices; however, the data is not mirrored or stored in diverse locations.

### *Recommendations*

The current SAN will require equipment replacement to remain under manufacturer and vendor support. A new SAN solution should be implemented that accommodates scalability, incremental growth with approaches for disaster recovery (DR) and business continuity (BC) integrated into the solution. Site mirroring, replication and snap-shot technologies should all be explored and evaluated to determine how to be best implemented to reduce risk to the enterprise and to enhance or support evolving DR and BC needs.



## ISSUE

### ***Recovery and Time Point Objectives***

Criticality:	High
External Cost:	Low
Internal Cost:	Low
Complexity:	High

#### RESOURCE REQUIREMENTS

External:	5%
Internal:	95%

#### IMPLEMENTATION

Timeline:	3-6 Mo
Time Investment:	200 Hrs
External Costs:	\$0.00
Internal Costs:	\$18,000

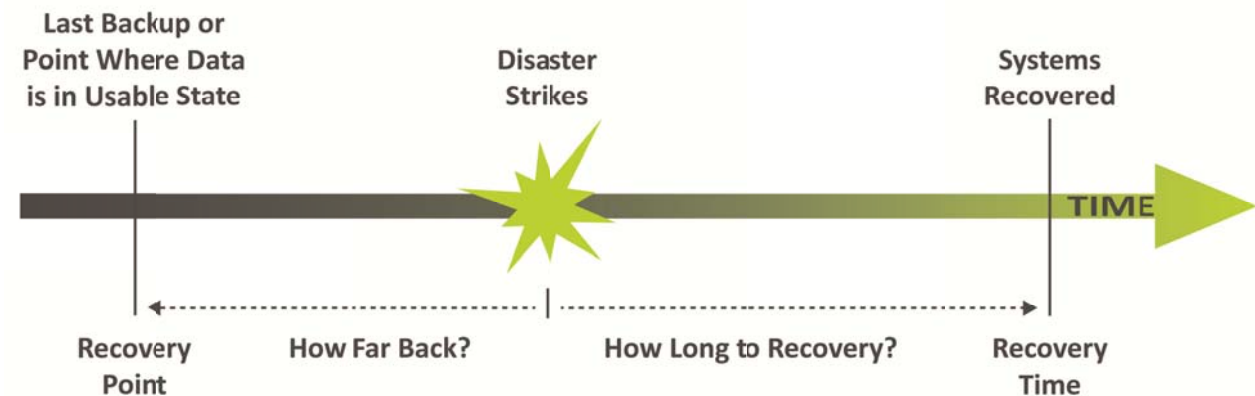
#### ANNUAL RE-OCCURRING COSTS

Internal:	.05 FTE
External:	\$0.00

There is a lack of defined Recovery Point Objectives (RPOs) and Recovery Time Objectives (RTOs) related to individual systems or applications making it difficult to prioritize and formulate disaster recovery or business continuity plans. Once these factors have been reviewed, evaluated and a determination of their associated importance is established, processes for system recovery can be prioritized and coordinated. This approach may illustrate where other deficiencies are located since it may not be possible to bring up high priority services without first initializing a dependent but lower priority service. A specific example of this issue was noted during the interview process, where a critical application shared resources with some non-critical applications. When core resources that supported both critical and non-critical applications were affected, they were not able to be dis-associated to allow for incremental recovery resulting in longer down-time and a more complex recovery process.

#### *Recommendation:*

Individual systems should be evaluated and specific RPOs and RTOs should be determined and documented. All systems should be reviewed for technical and non-technical dependencies and a comprehensive catalog of system recovery options and requirements including RPOs and RTOs should be maintained. Information should become integrated into an overall disaster recovery process and operations guidelines for the associated systems



## ISSUE

### ***Disaster Recovery and Business Continuity Plans***

Criticality:	High
External Cost:	Med
Internal Cost:	Med
Complexity:	High

## RESOURCE REQUIREMENTS

External:	70%
Internal:	30%

## IMPLEMENTATION

Timeline:	6-12 Mo
Time Investment:	500 Hrs
External Costs:	\$150K
Internal Costs:	\$45,000

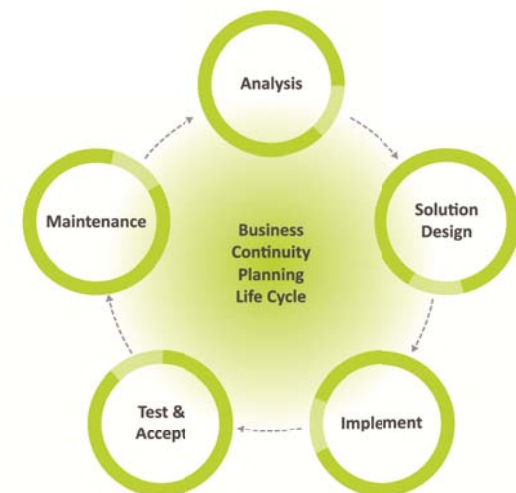
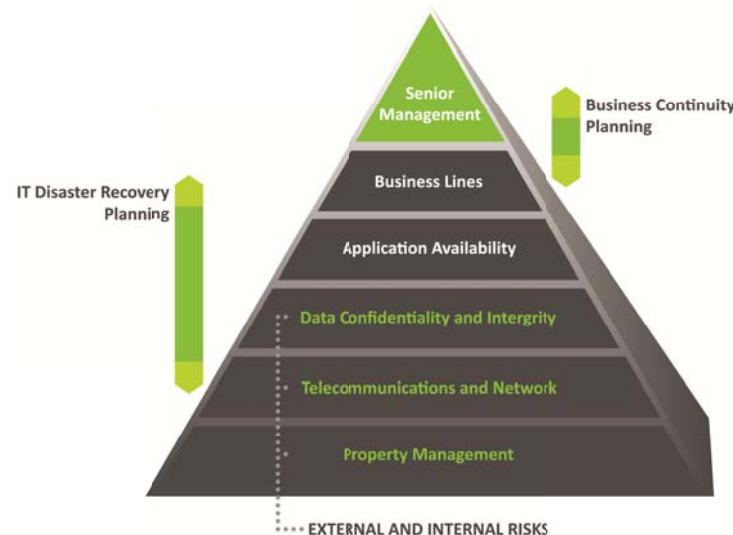
## ANNUAL RE-OCCURRING COSTS

Internal:	.1 FTE
External:	\$5,000

There is no formal Disaster Recovery (DR) or Business Continuity (BC) plans in place related to IT specific systems and sub-systems. The diversity of external and internal clients creates differing acceptable levels of service and responsiveness. Many technological systems have multiple methods of deployment and configuration that are affected by DR and BC plans. Without specific direction and plans for recovery, the ability to react to unforeseen circumstances can be negatively impacted and can delay or even prevent successful recovery of operations.

### ***Recommendations***

Develop IT system specific DR and BC plans that are constantly maintained and updated as systems and applications change. DR and BC plans should be tested periodically for viability and ability to meet the specified recovery criteria. Most DR and BC plans for enterprises like the City of Kirkland include internal resources, external resources and technical resources like cloud-based services. Cloud-based services can positively contribute to DR and BC goals based upon the diversity and distribution of data across large distributed data center environments; however, the data stored in the cloud is not under the physical control and security of the enterprise and can become very costly based on the volume of data and speed of leased WAN connectivity.



## ISSUE

### ***Document Accessibility on File Servers***

Criticality:	Low
External Cost:	Med
Internal Cost:	Med
Complexity:	High

#### RESOURCE REQUIREMENTS

External:	25%
Internal:	75%

#### IMPLEMENTATION

Timeline:	3-9 Mo
Time Investment:	500 Hrs
External Costs:	\$15,000
Internal Costs:	\$45,000

#### ANNUAL RE-OCCURRING COSTS

INTERNAL:	.1 FTE
External:	\$1,200

Current file servers within the IT infrastructure are becoming repositories for infrequently used collateral and data with little standardized file naming or usage methodologies. Specific user groups within the enterprise have identified issues finding important documents or needed files within these repositories. While the required data might be stored in the file server, it cannot be found without intrinsic knowledge of where it was originally stored. This impacts day to day workflow in some areas and can negatively impact requests for eDiscovery and Litigation support.

### ***Recommendations***

Standardizing file and folder naming conventions will provide better organization of data and increase the likelihood of having access to the resources when they are required. Archiving solutions with data de-duplication and cataloguing of metadata can also help in meeting these goals. SharePoint development can potentially contribute to these goals for document management with features like version control and change audits should those features also be required.

There are commercial and privately developed solutions available for data-logging and cataloguing file storage; however, most rely on some form of database engine and accurate data entry for every saved resource. These systems are susceptible to poor functional results if the database information is not accurately input and maintained, and have a higher rate of perceived success when implemented in smaller functional groups. For these systems to be successful, specific protocol and policies should be developed to dictate the requirements for database entries and file storage. Cost and duration estimates on the left are inclusive of a commercially available front end database, implementation and user training.



## ISSUE

### ***Project Planning: Coordination of Enterprise Projects***

Criticality:	High
External Cost:	Med
Internal Cost:	Med
Complexity:	Med

#### RESOURCE REQUIREMENTS

External:	5%
Internal:	95%

#### IMPLEMENTATION

Timeline:	6-12 Mo
Time Investment:	400 Hrs
External Costs:	\$12,000
Internal Costs:	\$36,000

#### ANNUAL RE-OCCURRING COSTS

Internal:	.50 FTE*
External:	\$3,000

\* Internal re-occurring internal costs reflect a SharePoint administrator and associated support

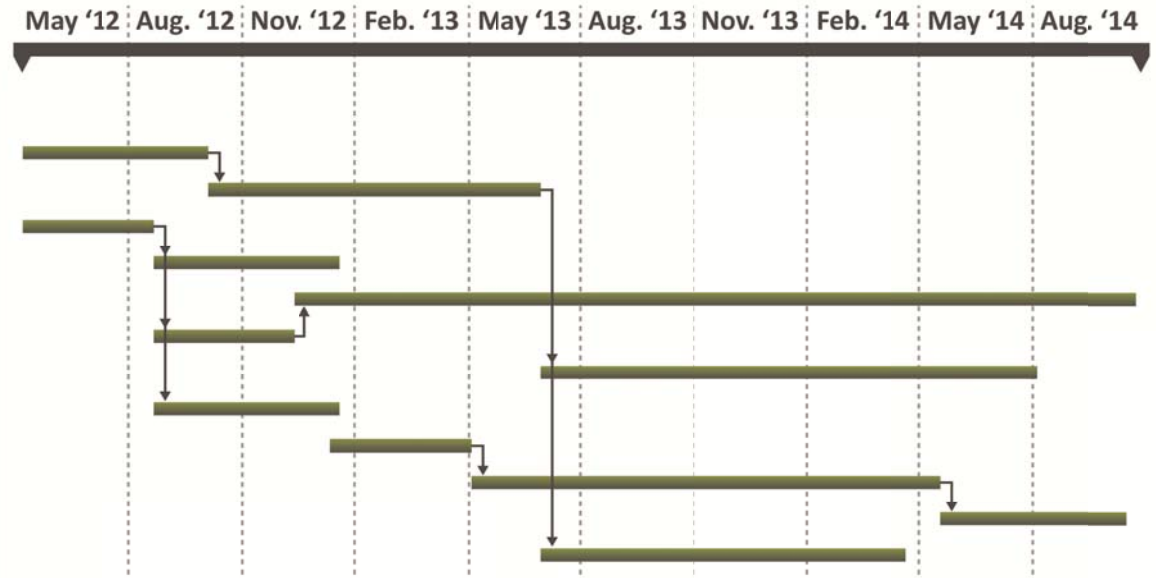
The current methodology of maintaining an IT project portfolio spreadsheet is a good approach for maintaining visibility into project status and schedules; however, it does not incorporate a mechanism for documenting the dependency of separate project efforts that may be required for successful project completion, nor does it illustrate the requirements of stakeholders not directly involved with the implementation of the specific project. Since most projects included in the spreadsheet do have some form of reliance on other entities or individuals, there should be a method of coordinating and aligning the efforts required for the varied project efforts. While this coordination most certainly does take place, the success of the coordination appears to be tied to the knowledge of the project manager's understanding of the current environment. It may be difficult to scale the current process to encompass a higher quantity of projects or a higher degree of complexity.

### ***Recommendations***

There are many commercially available tools to assist with this level of project integration and tracking. Microsoft SharePoint has many features and tools that may be beneficial to these project management efforts and the overall presentation of the software is very configurable and can be made to be consistent with most Microsoft Office interfaces, which contributes to reduced time to become familiar with its operations. However, customization of SharePoint deployments is notoriously labor intensive and requires specialized skillsets. Integrated project delivery (IPD) methodology is becoming more and more important to streamlining project implementation and reducing overall associated project costs. A comprehensive IT project portfolio should be developed that allows for associating dependencies and tracking resources should be considered.

## Implementation Timelines

Enterprise Roadmap Objectives	640 days
Document Roles and Responsibilities	6 mos
Create Operational Level Agreements	8 mos
Upgrade Core Network	4 mos
Upgrade Wireless Connectivity	6 mos
Upgrade Desktop Bandwidth	24 mos
Replace Distribution Network	4 mos
Enhance Knowledge Diversity	12 mos
Replace Storage Area Network	6 mos
Establish Recovery Objectives	4 mos
Implement Disaster Recovery Plans	12 mos
Enhance Accessibility of Stored Data	6 mos
Enhance Project Planning Capabilities	8 mos





# City of Seattle

## Office of Information Security

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Michael K. Hamilton  
Chief Information Security Officer  
City of Seattle  
(206) 684-7971  
Michael.Hamilton@Seattle.gov

To whom it may concern:

I have reviewed the information security consulting report performed by Anitian on behalf of the City of Kirkland. I would like to provide comments on the recommendations made in the report, and advocate strongly for the addition of the recommended resource.

- Recommendation: assign a half-time IT security manager - in my opinion, this is a resource recommendation that is right-sized for Kirkland. A half-time resource would be able to address much of the tasking required in the implementation of the recommendations, and also provides a single point of contact for security issues. This resource would be brought into local networks of trust, and be introduced to the state and federal resources available to local jurisdictions (for example, federal risk assessment programs).
- Recommendation: work on patch management and configuration standards for computing assets - this would be part of the tasking for an IT security manager: identifying vulnerabilities that may threaten the organization, prioritizing them with respect to criticality, and ensuring that the requirement to obtain and apply the patch (software security update) has been communicated to the appropriate operational group.
- Recommendation: improve log and event analysis. This is currently being performed through Kirkland's participation in the PRISEM regional monitoring project, which is funded by the Department of Homeland Security. This meets basic requirements for implementing a standard of practice, however I concur with the consulting report's observation that monitoring more key computing and information assets would improve performance and better address compliance issues.
- Recommendation: bring the Class application to PCI compliance. Class is an important application, but widely known to be deficient in compliance (through unencrypted storage of cardholder data), and the company that develops the application has been intransigent in making the needed modifications. This will eventually happen, but in the meantime it is important to develop appropriate compensating controls for this deficiency. This is how the City of Seattle has handled the problem, and I would be happy to share methods on this.
- Recommendation: develop a risk management program - this is extremely important. Risk management facilitates a quantitative description of vulnerable assets, and prioritization of those that require the most immediate attention. Further, in today's world being concerned about the security of every endpoint (especially when those endpoints may be consumer technology used for City business) provides a diminishing return on investment. Concentrating on high-value information and system assets is a much better stewardship of limited resources.



# City of Seattle

## Office of Information Security

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I would add to the bullet list created by the consultants and describe the basic risk management approach to:

- Define what "criticality" means to Kirkland
- Inventory assets and assign criticality
- Identify threats against those assets
- Determine probability of threat being attempted
- Compute risk for each asset as product of threat probability X consequence
- Accept, mitigate through controls, or transfer through insurance

Procurement and contracting issues were not addressed in the study performed by Anitian. These are key issues as information technology is more and more likely to be acquired as a service. Cloud computing and software-as-a-service (SAAS) are examples. Migrating into these methods to create efficiencies and lower costs is creating new security and privacy issues, which are best addressed through strong procurement and contracting controls. For example, requiring all SAAS vendors to provide a third-party security test report, performed on their application against a recognized standard, should be a requirement for doing business with the City of Kirkland. This, again, would be something that Kirkland's security manager would perform in cooperation with Kirkland's Purchasing and IT leadership.

The Manager would also be tasked with policy development, for approval with the IT governance committee. In today's world, policies on personal devices, record maintenance, and acceptable-use of City resources are instrumental in protecting information assets.

In summary, after reviewing the consulting report for Kirkland I am in agreement with the findings of the report (with slight modification and additions), and support the recommendation that Kirkland support a half-time information security manager. I would be happy to have a personal conversation regarding my review of this report.

Respectfully,

A handwritten signature in blue ink, appearing to read "Michael K. Hamilton", written over a horizontal line.

Michael K. Hamilton

20 September 2012





## CITY OF KIRKLAND

Information Technology Department

123 Fifth Avenue, Kirkland, WA 98033 425.587.3050

www.kirklandwa.gov

### MEMORANDUM

**To:** Kurt Triplett, City Manager  
**From:** Brenda Cooper, CIO  
**Date:** September 18<sup>th</sup>, 2012  
**Subject:** IT Internal Survey results

### RECOMMENDATION

City Council reviews this memo that summarizes the IT internal survey responses. The entire collated and detailed response is also being provided as part of the study session packet in case Council wants to refer to any of the answers in detail. IT department staff will be happy to answer any questions.

### BACKGROUND DISCUSSION

The IT department does an internal customer satisfaction survey every two years, and recently completed the 2012 version. The 2012 survey findings were generally good and included many positive comments about IT and IT staff at the City of Kirkland. However, the 2012 score was lower than the 2010 score, and there were also some negative comments that we will be working to address in the next two years. Some specific areas where there were more comments of all kinds are addressed in the last section of this memo.

### 2012 Survey Findings

The first question the survey asked was "What did we do for you last year?"

Answer Options	Response Percent	Response Count
Answer a help desk call about something broken	95.5%	128
Provide training or answer a "How do I?" question	66.4%	89
Help you access the city from home or from a trip	29.1%	39
Help you communicate to the public through television	6.7%	9
Help you communicate to the public through graphics	9.0%	12
Help you do something better or more efficiently	33.6%	45
Help you with a GIS request (map, data, report, technical support, or training)	35.8%	48
Provide GIS analysis or support for your projects (help you answer a complicated question using GIS)	17.2%	23
Help you with reporting	9.0%	12
Provided you with updated versions of your software	61.9%	83
Total responses		134

Nearly everyone received direct help from the service desk, about two-thirds of the staff were able to learn how to do something new or obtain training, and about a third used geographic information systems or mobility (the ability to access the city remotely).

**“Did we do anything you don’t like or don’t think we should do?”**

A few selected themes from this included:

- Implemented EnerGov (new permit system)
- Not enough training or support during upgrades
- Breaking some things during upgrades
- Too much security (users want to have local admin rights and they want to have more time before their computers lock up – see a more lengthy response in the last section of this memo).

All of the answers are included in the survey results in your packet.

This table reflects how happy our customers are with us across specific topics – the specific question was **“How happy are you with the following IT service areas?”**

Answer Options	Unhappy or frustrated		Neutral		Happy or Ecstatic	
	#	%	#	%	#	%
<b>Service Desk: responsiveness and communication</b>	13	9.63%	10	7.41%	112	82.96%
<b>Service Desk: ability to solve problems</b>	7	5.22%	8	5.97%	119	88.81%
<b>Business Systems: system availability (uptime)</b>	15	12.00%	41	32.80%	69	55.20%
<b>Business Systems: Reporting or ability to get data out of your applications</b>	16	13.11%	51	41.80%	55	45.08%
<b>Graphics: responsiveness and communication</b>	5	4.67%	44	41.12%	58	54.21%
<b>Graphics: quality of work</b>	0	0.00%	46	41.82%	64	58.18%
<b>GIS: responsiveness and communication</b>	1	0.94%	35	33.02%	70	66.04%
<b>GIS: technical support and quality of products</b>	3	2.80%	39	36.45%	65	60.75%
<b>IT communication about changes (upgrades, downtime, new systems, etc.)</b>	10	7.75%	18	13.95%	101	78.29%
<b>IT Overall</b>	8	6.30%	15	11.81%	104	81.89%

**“What one thing did we do that made you the happiest? Who did it?”**

A few selected themes from this included

- Good response from the service desk
- Upgraded software
- Help with mapping projects
- Kept a sense of humor
- Helped me learn something

- Helped with connectivity

All of the answers are included in the survey results in your packet.

### **“What one thing could we do better?”**

A few selected themes from this included

- Go back to supporting the police cars (NORCOM does this today)
- Communicate faster with service desk responses
- Put faster computers in the field
- Be available on evenings and weekends
- EnerGov (our new permit system) is still frustrating many users
- Stop upgrading software

All of the answers are included in the survey results in your packet.

### **“What should be IT’s highest priority in the next year?”**

A few selected themes from this included

- Prevent more upgrade problems
- Keep the network up and running
- Provide better service desk support and more hours for support
- Upgrade the city website
- Stabilize systems that were upgraded this year (EnerGov / IFAS)

All of the answers are included in the survey results in your packet.

## **Comparison to the 2010 Survey**

The IT department received better scores in 2010 than we received in 2012.

The environment has been unstable in many ways this year:

1. The desktop operating system and office suite were upgraded
2. A new enterprise system for permits went in along with changes to our regional permit portal (mybuildingpermit.com)
3. The city experienced catastrophic network down time that resulted from a bad generator test
4. A finance system upgrade was more disruptive than anticipated
5. Some new security measures were put into place between 2010 and 2012

In contrast, 2010 was a more stable year for IT with no major downtime or significant new systems implemented. This explains some of the negative comments and lower scores in 2012. The questions varied in exact wording in most cases, although there was an “IT Overall” category that shows the change from biennium to biennium.

Answer Options	Unhappy or frustrated		Neutral		Happy or Ecstatic	
	#	%	#	%	#	%
<b>IT Overall 2010</b>	0	0%	3	3.37%	86	96.63%
<b>IT Overall 2012</b>	8	6.30%	15	11.81%	104	81.89%

Department staff is addressing specific complaints where possible, and we have the following comments to cover some of the most common complaints or areas of concern that came up in the survey.

### **Commentary on specific topics:**

This is the commentary that will be posted on the Intranet for people who might be interested in our survey results.

#### **EnerGov**

We are aware that EnerGov is still new, and that it still has some real problems. We are continuing to dedicate Kyle Coulson almost full time to working on the system, the EnerGov staff are working on the system, and the project team remains engaged, although at a lower-level than before the implementation. We are still committed to a successful path forward and feel that EnerGov is partnering with us in that venture.

IT, the development services departments, and our regional partner cities chose this system together and I'm certain that we all wish it performed better and more intuitively. We'd like to encourage all EnerGov users to continue to report challenges they are having with the system and to submit ideas for how to make it work better. To add some perspective, we used the previous permit system for twenty-five years, and it took some time to get Advantage working well for us.

#### **Communication and resolution of service desk calls**

The IT department has stated and specific response goals regarding how fast staff communicates with a customer and how quickly most problems should be resolved. These are:

A confirmation that a customer has opened a service desk call will be sent to the customer within 2 hours of contacting the service desk via email or voicemail during normal business hours.

Initial response will be within 4 business hours 90% of the time. Initial response is defined as the first significant effort spent trying to diagnose or resolve the problem, which may be over the phone, by email, by remote control via SMS (Systems Management Server), or a site visit.

Problem resolution 75% of the time, by the end of the next business day. Resolution is defined as having fixed the problem, or having sent a written resolution plan to the customer describing the process required to fix the problem, after making a site visit to diagnose the issue.

From the comments in the survey responses, it appears that we are not meeting these 100% of the time. Please feel free to contact Matt Cruz if we miss our target on any of your calls in the future.

#### **Admin authority / screen timeouts**

There have been some changes specifically designed to enhance security, meet best practices, and help us keep our systems certified. Two of these are to have computer user's screens time out after fifteen minutes and to assure that no one but the IT department can install software. We understand that these are inconvenient, but they do both add significantly to security. In fact, it is likely that more security will be imposed on our systems (and thus on our customers) over the next few years. This acts to protect employee and citizen data from theft or corruption and to help us stabilize the system by making sure that as few viruses as possible affect city systems.



### **Patrol car support**

At the time NORCOM was formed, the IT resources that supported the cars were transferred to NORCOM and everyone agreed that NORCOM should take care of the mobile units. There have been some challenges with this, and PD is not getting the same level of service that they were when the Kirkland IT department supported them. There are active discussions about how to improve the service that PD is getting, but it has not yet been decided if that will be through NORCOM IT staff or Kirkland IT staff.

### **Mail size limits**

We limit the size of mailboxes due a finite amount of resources available within our email system. As we use up the resources (storage space, processor usage, etc.) performance becomes impacted not only for the individual, but also for the entire organization.

Some staff do work that requires regular transfer of large files that can quickly fill up email mailboxes. If a staff member believes they require a larger mail box because of this scenario or a similar one, please contact the service desk. For others, we do understand that inbox management is time consuming. IT staff can help with organizing/cleaning up your inbox by using personal folders and analyzing the amount and size of emails you are receiving to determine the easiest way to automate or manually organize your mail storage.

### **Software update frequency**

We have customers who complain that we do not update software often enough, and others who complain that we update it too often. Most large department systems like IFAS, EnerGov, and Class need to be updated at least once or twice a year to install bug-fixes, security enhancements, and sometimes new features. We try to keep desktop software roughly current but usable. For example, we skipped the Windows Vista operating system because it did not work well in our environment. This year's Windows 2007 upgrade is the first desktop operating system upgrade in about six years.

### **Fire station printers**

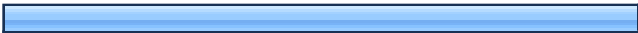

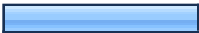


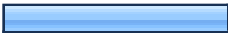




This problem required some firefighters at some stations to re-establish printer connections when they logged into new computers. IT is fixing the background process (Group Policy) that controls which printers get assigned when a person logs in. In the future, if you log in at Station 21, you will get a Station 21 printer for your default printer. If you then go to Station 22 and log in, you will get a Station 22 printer for your default printer.

### **Conclusion**



The 2012 IT customer satisfaction survey shows a functional IT department that most customers appreciate. It also identifies some areas for improvement which the department will focus on between now and the 2014 survey.

## IT Survey - internal

### 1. What did we do for you in the last year? Please check all that apply:

		Response Percent	Response Count
Answer a help desk call about something broken		95.5%	128
Provide training or answer a "How do I?" question		66.4%	89
Help you access the city from home or from a trip		29.1%	39
Help you communicate to the public through television		6.7%	9
Help you communicate to the public through graphics		9.0%	12
Help you do something better or more efficiently		33.6%	45
Help you with a GIS request (map, data, report, technical support, or training)		35.8%	48
Provide GIS analysis or support for your projects (help you answer a complicated question using GIS)		17.2%	23
Help you with reporting		9.0%	12
Provided you with updated versions of your software		61.9%	83
Other (please specify)			10
answered question			134
skipped question			1

2. Did we do anything you don't like or don't think we should do?

		Response Percent	Response Count
Yes		16.7%	21
No		83.3%	105

If you answered "Yes" please tell us more 24

answered question	126
skipped question	9

### 3. How happy are you with the following IT service areas?

	Unhappy	Frustrated, but better than unhappy	Neutral	Happy	Ecstatic	Response Count
Service Desk: responsiveness and communication	2.2% (3)	7.4% (10)	7.4% (10)	<b>59.3% (80)</b>	23.7% (32)	135
Service Desk: ability to solve problems	0.0% (0)	5.2% (7)	6.0% (8)	<b>64.2% (86)</b>	24.6% (33)	134
Business Systems: system availability (uptime)	3.2% (4)	8.8% (11)	32.8% (41)	<b>48.0% (60)</b>	7.2% (9)	125
Business Systems: Reporting or ability to get data out of your applications	4.1% (5)	9.0% (11)	<b>41.8% (51)</b>	39.3% (48)	5.7% (7)	122
Graphics: responsiveness and communication	0.0% (0)	4.7% (5)	41.1% (44)	<b>42.1% (45)</b>	12.1% (13)	107
Graphics: quality of work	0.0% (0)	0.0% (0)	<b>41.8% (46)</b>	39.1% (43)	19.1% (21)	110
GIS: responsiveness and communication	0.9% (1)	0.0% (0)	33.0% (35)	<b>41.5% (44)</b>	24.5% (26)	106
GIS: technical support and quality of products	0.9% (1)	1.9% (2)	36.4% (39)	<b>39.3% (42)</b>	21.5% (23)	107
IT communication about changes (upgrades, downtime, new systems, etc.)	2.3% (3)	5.4% (7)	14.0% (18)	<b>58.9% (76)</b>	19.4% (25)	129
IT Overall	0.0% (0)	6.3% (8)	11.8% (15)	<b>64.6% (82)</b>	17.3% (22)	127
Other (please specify)						16

<b>answered question</b>	<b>135</b>
<b>skipped question</b>	<b>0</b>

#### 4. What one thing did we do that made you the happiest? Who did it?

Response  
Count

110

answered question

110

skipped question

25

#### 5. What one thing could we do better?

Response  
Count

101

answered question

101

skipped question

34

#### 6. What should be IT's highest priority in the next year?

Response  
Count

94

answered question

94

skipped question

41

#### 7. Are you willing to share your name? If so, please let us know who you are and we will enter you into a drawing for a coffee card.

Response  
Count

101

answered question

101

skipped question

34

**Q1. What did we do for you in the last year? Please check all that apply:**

1	Provided me with a new monitor	Aug 24, 2012 1:22 PM
2	Ordering a scanner, laptop, delivering and setting up computers, problem solving technical issues	Aug 24, 2012 7:51 AM
3	Helped me with my VPN connection and helped me synchronize my phone to Exchange. VERY helpful!!	Aug 23, 2012 5:49 PM
4	Connect my Ipad during Council Meetings	Aug 23, 2012 9:16 AM
5	Installed my new desktop computer and previously a new cd/DVD/ drive	Aug 22, 2012 11:00 AM
6	GIS is always super responsive and very professional. Help desk is patient mostly!	Aug 22, 2012 9:13 AM
7	volunteer orientations--tons of them!	Aug 15, 2012 9:02 AM
8	Why are we constantly updating the software we use?	Aug 4, 2012 11:01 PM
9	helped with setup of equipment and orientation for new employees	Aug 1, 2012 12:35 PM
10	Fixed an issue with the telestaff server - just required a rebooting/restart	Aug 1, 2012 1:13 AM



**Q2. Did we do anything you don't like or don't think we should do?**

1	change version of operating systems without making sure that all of the previous connection, printers, and adjunct equipment was working and compatible.	Aug 31, 2012 2:31 PM
2	E-gov, this program has not made my work any easier more efficient it is a constant source of frustration the screens are non-informative most go to multiple clicks and pages to glean any information Having two different tracking numbers for one permit is ridiculous (I have worked with at least 4 other permit tracking systems from about mid-80s to now, this is the worst and most illogical/nonflexible program) the program function for tracking and processing permit is a big step backwards. I say bring back Advantage.	Aug 24, 2012 8:41 AM
3	Better communications. Sometimes it's good but sevferal times I have been told something has been ordered or received and not given estimated time of completeion. The after a few weeks I have to initiate the follow-up. I get the impression that I am bothering the help people.	Aug 24, 2012 7:51 AM
4	IFAS upgrade has been a fiasco!	Aug 23, 2012 8:23 AM
5	remove icons from desktop, I know where to go if I want to use the program. Directors or managers should be given admin authority to reduce the wait time to download approved programs and to relieve workload of the helpdesk.	Aug 23, 2012 7:36 AM
6	Unanswered help desk requests and phone calls to help desk	Aug 22, 2012 10:12 AM
7	when you swithed to this new syatem and we have to add printers every single ti,me we log into a different computer at every fire station...that is rediculous and takes too much time.	Aug 22, 2012 10:06 AM
8	The timing out of our computers needs to be extended to 30 min.	Aug 22, 2012 9:57 AM
9	We usally reach an understanding on things that bother me at the time.	Aug 22, 2012 9:19 AM
10	It's hard having one graphics person, I know he is busy and the turn around time is much longer than it has ever been, but the results are always spot on!	Aug 22, 2012 8:45 AM
11	very small thing--sometimes orientations are very short, and others are quite long. Would be helpful if they are a little more standard and professional across the board.	Aug 15, 2012 9:02 AM
12	Update computers and not reinstall all printers and devices	Aug 15, 2012 7:25 AM
13	You do upgrades to the system with no training or support.	Aug 4, 2012 11:01 PM
14	getting new hardware took a very very long time (one year from when ordered...)	Aug 2, 2012 3:58 PM
15	Need to relax the security controls so the computer doesn't log off so quickly	Aug 2, 2012 1:19 PM
16	The permit tracking change to Energov	Aug 2, 2012 9:55 AM
17	quit sending out emails about IFAS being up down and all around, have a location that you can post on Kirknet about computer status for all applications, so that should we be having issues we can check independently	Aug 2, 2012 9:31 AM
18	Help was quick and efficient.	Aug 1, 2012 7:08 PM



**Q2. Did we do anything you don't like or don't think we should do?**

19	Made us use Windows 2010	Aug 1, 2012 3:27 PM
20	Please stop limiting my mailbox size. Engineers deal with large files all the time, we need larger email mailboxes.	Aug 1, 2012 1:42 PM
21	It takes a while to get a response for software installs or hardware issues (monitors)	Aug 1, 2012 12:37 PM
22	Purchased Energov and now won't admit it is garbage.	Aug 1, 2012 12:15 PM
23	have at least two unanswered help desk requests	Aug 1, 2012 7:31 AM
24	Time out locking on the computers is really inconvenient in Fleet	Aug 1, 2012 6:00 AM



**Q3. How happy are you with the following IT service areas?**

1	Your IT department has been one of the best I have had the pleasure of working with.	Aug 24, 2012 8:41 AM
2	the help desk as a general rule is wonderful	Aug 23, 2012 9:38 AM
3	Internet is so slow! Too many icons on the desktop that aren't needed and slow computer down	Aug 23, 2012 7:31 AM
4	You have friendly, well-trained employees! Keep up the good work!	Aug 22, 2012 3:27 PM
5	My rating on the ability to get data out of applications is an on-going challenge that has much more to do with Program Vendors than with IT personnel	Aug 22, 2012 11:27 AM
6	although responsive, some of our projects get put on hold based on priority. I understand, but it is also frustrating.	Aug 22, 2012 10:11 AM
7	I dont use the services that are not answered. But I am happy when i do call the help desk and Matt Cruz is a wiz kid at my IT problems.	Aug 22, 2012 10:06 AM
8	I was really frustrated when occurred with word docs where the latest version was lost and I wasn't made aware that it could be retrieved until much later - so I had time deadlines and was incredibly stressed out that I'd have to recreate - the problem was repeated and finally worked out. I understand there was some "synchronization" problems that may have coincided with some upgrade to system.	Aug 22, 2012 9:13 AM
9	I lost my ability to archive. In fact everything I have archived was lost. No one has been able to figure out why the documents were lost, or fix the problem so that I can archive documents again. Hopefully a new computer will fix things.	Aug 22, 2012 8:45 AM
10	Service desk responses vary according to which staff responds. All are not equal	Aug 14, 2012 6:51 AM
11	Lyanne doing a great job supporting IFAS for HR/Payroll	Aug 6, 2012 10:38 AM
12	could'nt be happier than ecstatic.. A great group of folks... they have been there so many times to help me!!!!	Aug 2, 2012 4:31 PM
13	Web page - feel IT gets in the way of production and meaningful use.	Aug 2, 2012 3:58 PM
14	YOU GUYS AND GALS ROCK!!	Aug 2, 2012 3:32 PM
15	Emergency communication system when phones/commuters unavailable	Aug 2, 2012 7:06 AM
16	Energov makes me less efficient, less productive and will never be a good program from what I see.	Aug 1, 2012 12:15 PM



**Q4. What one thing did we do that made you the happiest? Who did it?**

1	Your response to my requests have always been prompt and I certainly feel like your team has always taken care of me. Thank you very much for everything that you do.	Sep 2, 2012 2:14 PM
2	Kept servers running fairly smoothly	Sep 2, 2012 10:16 AM
3	Got my scanner working properly.	Sep 1, 2012 5:21 PM
4	Kim, made remote access to webmail by providing address and making sure that it worked.	Aug 31, 2012 2:31 PM
5	Kyle and Xiaoning have been wonderful on the EnerGov implementation team!	Aug 31, 2012 8:44 AM
6	Quick responses if having problems with computer	Aug 31, 2012 8:00 AM
7	Matt Cruz spent several hours on trying to get my VPN connection working from home. He even offered to look at my PC to try and figure out the problem. Both Matt and Andrew have been very helpful on several items that have come up. In addition, Dawn has been great with help with Telestaff and it's issues..... It is much appreciated.	Aug 30, 2012 7:55 AM
8	Instant response during working hours. On 2 occasions I called and someone walked right over to look into the problem. I can't remember exactly who or what the exact problem was but I recall it was not high priority but I recieved instant service.	Aug 28, 2012 7:09 AM
9	I had mentioned to Shelli about getting a particular photo on my desk top background. I'm not sure whether she did it or someone else, but I came in and its there. Hope the new computer can save the same picture since I don't have it saved.	Aug 27, 2012 7:02 PM
10	Explained the mysteries of Outlook. Walked me through various unfamiliar computer processes. Matt and Ryan have helped me a lot, and with much patience. I am not very computer savvy. As a volunteer my needs are not great, but my frustration can be!	Aug 27, 2012 1:48 PM
11	Very happy that I was able to quickly get a laptop with a larger screen and Windows 7!	Aug 27, 2012 12:23 PM
12	I seem to interact with the HelpDesk on a fairly routine basis. They are all great folks.	Aug 27, 2012 9:14 AM
13	Matt is always such a great help anytime I call. He assisted me with an error on an Excell program that made all the difference in getting my project finished.	Aug 26, 2012 9:04 PM
14	Questions or problems to Help Desk always responded to and resolved quickly.	Aug 26, 2012 1:19 PM
15	Karl Johansen - helped me with a mapping project I'd been assigned. He was extremely responsive, helpful, and enthusiastic.	Aug 24, 2012 5:26 PM
16	In general, I'm happiest when I contact the help desk and get a response quickly.	Aug 24, 2012 3:00 PM
17	The Help Desk has been great and Matt is very responsive.	Aug 24, 2012 8:41 AM

**Q4. What one thing did we do that made you the happiest? Who did it?**

18	Donna Gaw worked with me on a special request to change the number and type of computers for the fire training division. ie: exchanged 2 desktops for one additional Laptop. This will make us more productive.	Aug 24, 2012 7:51 AM
19	Matt Cruz helped me synch my phone. Very very helpful	Aug 23, 2012 5:49 PM
20	Hire Lyanne! We still love Karen too! Lyanne is helping us to map our processes and we are very hopeful that this will help us to improve our processes.	Aug 23, 2012 1:42 PM
21	Karen has been working on a DRS report which I really appreciate!!	Aug 23, 2012 11:46 AM
22	Hiring Kim	Aug 23, 2012 9:38 AM
23	Got me connected at Council Meetings. All the help staff have been great to work with.	Aug 23, 2012 9:16 AM
24	Kim Frye has always been very responsive to my calls for help, specifically when I called with a VPN problem.	Aug 23, 2012 8:40 AM
25	Help with uploading video from mobile corrections vans Kim	Aug 23, 2012 8:33 AM
26	Shelli is FABULOUS!! She has a great way of communicating IT language to me so that I can understand. She is also great at managing projects and helping me to think of things that I hadn't thought of when implementing new systems. She took time to get a quick understanding of our business so she could make the most of the systems she was installing for us. There is no way I could have had 2 new systems up and running in 1 year without her!	Aug 23, 2012 7:36 AM
27	upgrade of software, Kim did an excellent job when she was here making sure everything ran smoothly	Aug 23, 2012 7:31 AM
28	solve computer problems	Aug 23, 2012 1:48 AM
29	Someone on the help desk explained changing passwords to me.	Aug 22, 2012 9:37 PM
30	I like quick responses from HelpDesk. When something goes wrong it's stressful enough without having to wonder how soon the problem can get resolved.	Aug 22, 2012 4:41 PM
31	I really appreciate the work and responsiveness from the help desk. All that respond on the help desk.	Aug 22, 2012 4:37 PM
32	Matt Cruz provides great customer service. I hope his entire team will emulate his customer service attitude and skills.	Aug 22, 2012 4:29 PM
33	Several times Dimitri has had to modify an OCD for us on very short notice.	Aug 22, 2012 3:56 PM
34	That will come when someone comes over to train me on the new 2010 software so I am not fumbling around in it going nowhere... :)	Aug 22, 2012 3:27 PM
35	repair my "report" in FireRMS. Ryan helped.	Aug 22, 2012 2:26 PM
36	Dawn Wilander is always responsive to Class and Facility Commander Needs, she make order out of chaos. (reward her)	Aug 22, 2012 12:46 PM

**Q4. What one thing did we do that made you the happiest? Who did it?**

37	Matt, Kim and Shelli are very timely in getting back to me.	Aug 22, 2012 12:25 PM
38	Made IFAS a priority when most material was time sensitive. Karen Friesen.	Aug 22, 2012 11:37 AM
39	Interpersonal skills. Donna, Dawn, Matt, (Really, EVERYONE at the HelpDesk) That skill helps get you thru the inevitable challenges of software upgrades, malfunctions, etc.	Aug 22, 2012 11:27 AM
40	The work done with the License Plate reader and all of those issues. Shelli Craig	Aug 22, 2012 11:20 AM
41	Kim and Matt are always so helpful and go out of their way to solve the problems or help train- I really appreciate their help and how kind they always are.	Aug 22, 2012 11:18 AM
42	Answer the phone when I call. Everyone	Aug 22, 2012 11:08 AM
43	Matt Cruz has been a great help to Detectives and is helping us figure out how we are going to make this all work at the new PD, especially issues around video software/hardware.	Aug 22, 2012 11:00 AM
44	I'm happiest about the responsiveness of I.T staff to critical issues, particularly to a 24/7 operation like the PD. While not every problem can be fixed quickly, I have seen much improvement in the speed in which somebody shows up in our doorway and the genuine desire to start getting things working again. I haven't worked with anybody that wasn't responsive to my needs, but most recently, I have worked with Matt, Drew and Ryan. I have been particularly impressed with the team handling the Windows 7 roll-out and the trouble shooting that is continuing to be done on the associated PD mobile connectivity issue. The visibility of I.T staff continuing to work an issue is important for the end users to see. Technology sometimes get broken, and it can be unsettling and frustrating, but it happens and we get that. However, quickly seeing that somebody cares that something's broken, is as important as the fix itself. I believe I.T staff demonstrates that they understand the importance of this and I appreciate it very much. I have also recently worked with Dimitri on a brochure for an important project and his knowledge, skills and creative assistance really helped us to deliver a quality product to the community, one that I'm proud of.	Aug 22, 2012 10:28 AM
45	Joe completed an analysis that I needed right away when I knew he was swamped with other stuff but was able to get it to me the same day	Aug 22, 2012 10:12 AM
46	The Help Desk rocks! best part of IT right now.	Aug 22, 2012 10:11 AM
47	Matt Cruz- Efficient and effective at this! Way to go..And...happy to help in spite of repeated calls. Doesn't make me feel any more dumb about IT stuff I don't know.	Aug 22, 2012 10:06 AM
48	W7 roll out w/ VLC	Aug 22, 2012 9:48 AM
49	Solved my computer related issues. Help Desk	Aug 22, 2012 9:28 AM
50	Provide maps, Xiaoning and team. Provide help from the help desk, Matt & company	Aug 22, 2012 9:19 AM
51	the document(s) I'm referring to above were retrieved, and I was vindicated that I	Aug 22, 2012 9:13 AM

**Q4. What one thing did we do that made you the happiest? Who did it?**

	hadn't caused the deletion! I think maybe either Kyle or Mat Cruz? sorry I can't even remember. Who ever it was followed up with me personally. I appreciated that very much.	
52	Shelli & Matt - super responsive to requests, Karen rocks !!!	Aug 22, 2012 9:03 AM
53	It wasn't really just one thing...I appreciate that the help desk is there to call or email and that most of the time they can resolve my issues. All of the staff that assist are very friendly and personable.	Aug 22, 2012 8:59 AM
54	Working with Lyanne to map the HR/Payroll processes and data entry in IFAS.	Aug 22, 2012 8:59 AM
55	Retrieving deleted folders for our electronic plan review. Usually Matt.	Aug 22, 2012 8:53 AM
56	Found lost files, Drew	Aug 22, 2012 8:45 AM
57	Joe P. is always a simple wealth of information about the GIS and storm system statistics.	Aug 22, 2012 8:43 AM
58	Help getting my PC up and running after it went kaput - combo of folks but Kim helped initially	Aug 21, 2012 5:22 PM
59	Joe Plattner is great and did and always does and excelled job responding to GIS requests.	Aug 21, 2012 3:48 PM
60	Matt's presentation on Windows 7 and Office 2010 was very helpful, sometimes you don't even know what questions to ask, so his helpful hints were great	Aug 21, 2012 3:28 PM
61	I appreciated the on-site support after the Windows/Office upgrade by Kim and Ryan.	Aug 15, 2012 10:35 AM
62	helpdesk is very kind and responsive. Never make me feel like an idiot. Well, almost never.	Aug 15, 2012 9:02 AM
63	After numerous calls one lady (can't remember her name) remotely accessed my computer and installed the printers after the computers were updated.	Aug 15, 2012 7:25 AM
64	Updated Energov.	Aug 14, 2012 7:04 AM
65	Matt is the best, quick to respond, always takes care of the problem.	Aug 14, 2012 6:51 AM
66	Matt and his team totally nailed the Windows upgrade and the computer upgrades. That was about as seamless a transition for users as I can recall.	Aug 6, 2012 4:43 PM
67	windows/ms office training - kim	Aug 6, 2012 10:38 AM
68	Everyone at the Help Desk was very responsive.	Aug 6, 2012 9:27 AM
69	Everyone in IT is wonderful all the time.	Aug 3, 2012 1:15 PM
70	Matt Cruz is always a joy to deal with. The Win7 rollout appeared to go smooth from the user perspective.	Aug 3, 2012 10:04 AM
71	Everyone is so great to work with, funny, understanding and patient with me	Aug 2, 2012 4:31 PM



#### Q4. What one thing did we do that made you the happiest? Who did it?

	when I get in a mess!	
72	Kim Frye - very pleasant, very responsive - Fixed my New World Program after 10 other people decided it wasn't their problem	Aug 2, 2012 3:58 PM
73	SURFACE WATER MAPPING FOR ANNEX	Aug 2, 2012 3:32 PM
74	fixing IFAS reports-Lyanne and Karen F.	Aug 2, 2012 10:27 AM
75	Figured out why I was kicked off the network multiple times a day!! Ryan, Kim and Carsten figured it out!! Woo Hoo!!!	Aug 2, 2012 10:23 AM
76	Found pertinent info, thank you Joe Plattner	Aug 2, 2012 9:31 AM
77	i like the switch to assigning calls/emails to a "helpdesk" with call numbers and tracking. It helps us also keep track of what help we have asked for and whether or not it has been resolved. Who did it? i don't know... the person who shall not be named (because i do not know that person's name).	Aug 2, 2012 7:55 AM
78	Can't say just "one". The responsiveness and courteousness of Drew, Matt, Dimitri stand out but ALL of the IT support team has been great.	Aug 2, 2012 7:06 AM
79	When the upgrade occurred, I was able to get all the capabilities I had before.	Aug 1, 2012 7:08 PM
80	Kept the systems running	Aug 1, 2012 3:27 PM
81	Matt and Kim and Dimitri have provided me the most support this year. I appreciate their upbeat attitudes and not being made to feel dumb for asking questions or for help. Thank you!	Aug 1, 2012 3:01 PM
82	Chris Mast- Helped with GIS Data creation and map making.	Aug 1, 2012 2:09 PM
83	Kim and Andrew fixed and/or helped with some issues	Aug 1, 2012 1:57 PM
84	No one thing it's the whole IT group. When I have a question it is answered quickly it does not matter who I talk to in IT. Kyle's wonderful to work with, Matt's team is great, always there to help. Xiaoning's group is fast and efficient. And of course Brenda is always there to help.	Aug 1, 2012 1:49 PM
85	Matt Cruz was awesome in assisting with my transfer of files between the old PC and the new PC.	Aug 1, 2012 1:42 PM
86	Helping with updating my computer with windows 7. Kim helped so much.	Aug 1, 2012 12:37 PM
87	GIS always makes me happy. Joe is awesome - always willing to answer questions or help with a project.	Aug 1, 2012 12:35 PM
88	Hmmm....I know there is something. You guys are great, really, but I am having a hard time getting past energov frustration.	Aug 1, 2012 12:15 PM
89	No matter if the problem is big or small, everyone is always happy to help. Thank you Kim for coming down to PKCC to help the staff one on one when Windows 7 was first installed!	Aug 1, 2012 11:47 AM

**Q4. What one thing did we do that made you the happiest? Who did it?**

90	Excellent help service desk response from Ryan Brown	Aug 1, 2012 10:37 AM
91	I really felt listened to and not like I was asking a dumb request for help. The help I get was always with a great attitude. Thank you all.	Aug 1, 2012 9:27 AM
92	Willingness to answer system usage questions that make me more efficient.	Aug 1, 2012 9:05 AM
93	responsive to my request for assistance	Aug 1, 2012 8:20 AM
94	My Windows 7 upgrade went well, appreciated the before-hand training. The department helped me a lot after Lisa left, to get passwords and training on some of her responsibilities. GIS is always great about getting us the maps we need, quickly.	Aug 1, 2012 8:16 AM
95	Found a new home for our color printer. Matt Cruz	Aug 1, 2012 7:52 AM
96	Maps provided for legislative session to communicate need for Fire Benefit Charge legislation. Karl	Aug 1, 2012 7:50 AM
97	Help desk, various staff	Aug 1, 2012 7:44 AM
98	Help desk, various staff	Aug 1, 2012 7:44 AM
99	Joe is very responsive. He gets things to us very quickly and, if he can't do something right away, he gives us an accurate timeline of when it will be completed.	Aug 1, 2012 7:31 AM
100	Matt--gave a great overview of new Windows	Aug 1, 2012 7:31 AM
101	quick responses	Aug 1, 2012 7:26 AM
102	I know it's not always convenient, but I know I can just 'pop in' with a simple question and always get an answer.	Aug 1, 2012 7:17 AM
103	Able to answer questions and solve problems in a timely fashion.	Aug 1, 2012 7:12 AM
104	Responsiveness to an issue; Ryan Brown & Matt Cruz	Aug 1, 2012 7:11 AM
105	Dimitri just did such a great job helping with the directional maps for the lobby and downtown.	Aug 1, 2012 7:09 AM
106	Fixed my problems with a smile. Kim	Aug 1, 2012 6:14 AM
107	Fine tune my Crystal Reports for work orders, Fleet costs-Kyle	Aug 1, 2012 6:00 AM
108	Hard to say - can't think of anything in particular. Everyone in IT is helpful.	Aug 1, 2012 1:13 AM
109	I cannot pick out just one thing, but I can say that I really enjoy working with Kim, Ryan, and Matt, and I couldn't do my job/tasks this past year without Kyle's help. I really appreciate how fun each of them are to work with and that they all are very good at what they do and bring a lot of knowledge to the table.	Jul 31, 2012 4:53 PM
110	Karen tweaked something on an IFAS timekeeping report that I use all the time that made my life a zillion times easier.	Jul 31, 2012 4:49 PM



**Q5. What one thing could we do better?**

1	It would really be nice to have you folks managing the technology in our patrol cars again. I miss being able to drive back to the station and speaking to one of your techs who magically made my computer work again (or at least showed me how to do it myself).	Sep 2, 2012 2:14 PM
2	Be aware of compatability issues before upgrading ei mobile and new version of windows	Sep 2, 2012 10:16 AM
3	Understand and appreciate my sense of humor and sarcasm when working on a computer "issue" with me.	Sep 1, 2012 5:21 PM
4	Ensure more reliability with printer connections and telestaff function.	Aug 31, 2012 2:31 PM
5	Update computers sooner with newest software version. Also inform us of changes within systems. Example: When you changed us over to the new computers/systems. The new computers would not print and each specific computer would need to be indiviually per user be setup to print. That was frustrating for the fire department.	Aug 31, 2012 8:00 AM
6	I cannot think of anything	Aug 30, 2012 7:55 AM
7	Classes for the upgraded windows 7 would be helpful, such as outlook, etc.,	Aug 28, 2012 7:09 AM
8	Can't think of anything.	Aug 27, 2012 1:48 PM
9	Improve search relevance	Aug 27, 2012 12:23 PM
10	It may be unrealistic...but some of us (PD) are here at all hours and on holidays, weekends...sometimes having an access to IT would be helpful during those hours.	Aug 26, 2012 9:04 PM
11	When Telestaff or FireRMS have issues it can take up to a couple days to resolve.	Aug 26, 2012 1:19 PM
12	make the Windows 7 upgrade be more compatible with PD software (not your fault, really, though--and people have been dedicatedly working at it which is great)	Aug 24, 2012 5:26 PM
13	Simplify main City web page and rethink how to make it more accessible to users.	Aug 24, 2012 3:00 PM
14	Most everything work well except the use of E-gov.t	Aug 24, 2012 8:41 AM
15	Communicate when the we can expect a solution. Exmple, when ordering a lap top..instead of "We will try to order next week" just let me know a date, it can be conservative, that I know if it passes I can contact you again. Instead of "I will order this software soon" just tell me that you will order by Wednesday and that means it will be installed on Friday, or in two weeks, then I won't wonder whether my order has been misplaced. What the time frame is, is less important than telling me when I can expect it.	Aug 24, 2012 7:51 AM
16	Can't think of anything. You guys are great.	Aug 23, 2012 5:49 PM
17	It would be great if there was some ability to have the applications folks actually	Aug 23, 2012 1:42 PM

**Q5. What one thing could we do better?**

sit down and "shadow" users. I think it would help gain an understanding on how the system is used on a daily basis. This would also help the users to know how they could be utilizing the systems more efficiently.

18	It would be nice to have staff hours at the bottom of their email signatures. Sometimes I'm trying to reach someone at 4:45PM thinking they're still here but find out later their workday ends at 4:30PM	Aug 23, 2012 11:46 AM
19	Not sure what dept. it falls under but the server for telestaff is extremely slow most of the time.	Aug 23, 2012 10:16 AM
20	Better resoponce time during the 7AM hour should not have to come down to IT to find the help desk person	Aug 23, 2012 9:38 AM
21	Get more people on ipads!	Aug 23, 2012 9:16 AM
22	Can't think of anything.	Aug 23, 2012 8:40 AM
23	Make sure you don't make changes on a Friday-if it doesnt work those of us who work 24/7 end up in--- Work closer with Bellevue on issues with New World. Tends to have each player saying it is the others problem.	Aug 23, 2012 8:33 AM
24	I really enjoy talking with the helpdesk staff. They are all very friendly and try their best to get answers. However, it seems that there may not be enough staff to handle the volume. The responsiveness is slow at times. I've had to send multiple emails following-up to my requests.	Aug 23, 2012 7:36 AM
25	Be quicker in responses.	Aug 23, 2012 7:31 AM
26	take Mobile back from NORCOM	Aug 23, 2012 1:48 AM
27	web site	Aug 22, 2012 9:37 PM
28	Before upgrades make sure all systems are compatible!	Aug 22, 2012 4:41 PM
29	Computer speeds at fire stations are slow, specifically at station 25.	Aug 22, 2012 4:37 PM
30	Have someone always at the helpdesk phone by 7 am when I call with a problem.	Aug 22, 2012 3:27 PM
31	I think you are doing a great job. Considering the expansion of communication and software needing your oversight I think you do a wonderful job.	Aug 22, 2012 12:46 PM
32	Make sure software works before uploading it somehow	Aug 22, 2012 12:25 PM
33	Stop stretching yourselves too thin.....time management.	Aug 22, 2012 11:37 AM
34	Not much, I'm very happy with the services I've experienced. Maybe . . . Multiple yourselves a few times over!	Aug 22, 2012 11:27 AM
35	Keep the network working and at a decent speed.	Aug 22, 2012 11:22 AM
36	Go back to working on our Desk top new World issues.	Aug 22, 2012 11:20 AM

**Q5. What one thing could we do better?**

37	With the exception of those employees working close to management types, I don't think many people are truly aware of all of the varied I.T services available to them. I beleive that common perception of available services is fairlry limited to a "fix," or an upgrade. Most recently I worked with Dimitri on a Community Crime Mapping project and although I have been with the COK for quite some time, even I was unsure of the level of service he could provide as part of the everyday I.T support function. Although technically your question was limited to "one thing," ..... it may be helpful for I.T staff to really see the use of technology in the field and in my case, from the officers persopective. It's simply a different perspective and underscores the importance of strong working relationships. To the officers, it says, you cared enough to jump in the car, when nothing needed to be fixed, and ask how things are going. I think that in addition to some concerns voiced, I.T staff would also be suprired to hear "how cool," or "how important," a certain funtionality is. Our cops are using the heck out of technology and to see it actually applied real time, in a police car, is totally different and a good all around message that what you do for us, is very important.	Aug 22, 2012 10:28 AM
38	help desk responsive time seems to lag. I sometimes don't hear back at all.	Aug 22, 2012 10:12 AM
39	I don't believe that IT understands sometimes the nesessity to get things done, based on the nature of our work. I'd like IT to understand that every little problem in PD usually affects alot of issues.	Aug 22, 2012 10:11 AM
40	make it easier to copy emails that are in our inbox to an external disk.	Aug 22, 2012 10:06 AM
41	Faster computers in the field	Aug 22, 2012 9:57 AM
42	Pushing more technology into users hands, continue to be more "open" but safe	Aug 22, 2012 9:48 AM
43	Be available on weekends to solve IT problems.	Aug 22, 2012 9:28 AM
44	The FD has the "system" go down on a weekend; contacting someone with a ouse from IT was problematic. I would like to see a contact number to real folks in simular situations.	Aug 22, 2012 9:19 AM
45	Be able to say "i don't know" when it's true,. I do when I'm talking to help desk, that's for sure :)	Aug 22, 2012 9:13 AM
46	Like to see more training - short classes, trick & tips type stuff.	Aug 22, 2012 9:03 AM
47	It would be nice if HelpDesk request via email were responded to in more of a timely manner. In addition, some times items/issues went unresolved or were lost in the shuffle it the problem was not resolved that day. I think this is due to shifting of the HelpDesk responsibility day to day. This was frustrating.	Aug 22, 2012 8:59 AM
48	I am happy, no complaints.	Aug 22, 2012 8:59 AM
49	Maybe just follow through.	Aug 22, 2012 8:45 AM
50	Use of Court's CC machines -wait time to identify issues surrounding analog connections	Aug 21, 2012 5:22 PM
51	Response times to requests are very slow. After a request, there is little	Aug 21, 2012 3:48 PM

**Q5. What one thing could we do better?**

	communication as to when the problem will be solved. For instance, I made a request to have new PC equipment readied for a new hire a couple of weeks before the start date. I didn't receive any communication from IT as to when the equipment would be installed. Ultimately, it was installed at the last minute.	
52	The last couple times I've called the help desk there hasn't been an answer, do you have a back-up answering calls?	Aug 21, 2012 3:28 PM
53	After the recent system downtime, I noticed a tmp or temp file and left a message for the Help Desk to ask about it. I did not receive a call back and chalked it up to the high volume of calls received after the downtime. I did not call again because I was able to continue working.	Aug 15, 2012 10:35 AM
54	Would like to get Explore Kirkland analytics. We get a lot of questions about it and were promised it when we moved the system in house. We have had a lot of success with moving the system in house but have not gotten that peice followed up on.	Aug 15, 2012 9:02 AM
55	Install all devices when upgrading computers. I couldn't print for a month at any Fire station and when i called the Help desk I was sent links or drivers to download and figure out how to make them work. I am not a computer person and the downloads never worked. When I finally called and demanded someone come to the station you remotely accessed my computer and fixed the problem in minutes.	Aug 15, 2012 7:25 AM
56	I sent several emails requesting computer training for a new office volunteer, but never received a response	Aug 14, 2012 9:26 AM
57	Refine Energov	Aug 14, 2012 7:04 AM
58	some of the help desk are slow to respond and communicate, and when they do, their tongue is a little flippant, not appreciated.	Aug 14, 2012 6:51 AM
59	City webpage update is timely	Aug 6, 2012 4:43 PM
60	nothing comes to mind!	Aug 6, 2012 10:38 AM
61	Training - I just tried to logon to the Microsoft on-line learning and was unable to get set up. Nothing ever works like they say its going to.	Aug 4, 2012 11:01 PM
62	Continue being wonderful all the time.	Aug 3, 2012 1:15 PM
63	It would be great to allow at-home access to more employees.	Aug 3, 2012 10:04 AM
64	Hummmm can't think of anything	Aug 2, 2012 4:31 PM
65	User input more consistently - shorter cycle rendition of program and project management.	Aug 2, 2012 3:58 PM
66	CLONE JOE....	Aug 2, 2012 3:32 PM
67	Can't think of anything	Aug 2, 2012 10:27 AM
68	Nothing - Everyone is GREAT and Provides Fantastic Service!!!	Aug 2, 2012 10:23 AM

**Q5. What one thing could we do better?**

69	Not to do so many upgrades at once. I feel I have gone backwards. I no longer have Springbrook, I can not print off envelopes and can not print anything from the GIS Browser . With the new Energov system it takes much longer to perform my work and I feel I can not track activities that have happened and feel things are falling through the cracks. It's really frustrating when you are waiting on a customer and everything takes soo much longer than before.	Aug 2, 2012 9:55 AM
70	Its obvious the Help Desk needs more helpers!	Aug 2, 2012 9:31 AM
71	macarena.... no, only somewhat seriously, i think the switch to Windows 7 could have gone smoother than it did. Lots of little things needed fine tuning to get working correctly. I think my computer was a test station (why did i "volunteer" for that again? wasnt there a promise for food or something?), so hopefully my endless calls for help will contribute to the streamlining of the upcoming upgrades. I think there are other people in my group (F&A) that will appreciate having as few hang-ups in the switch-over as possible, especially since it was starting to feel like death by papercuts.	Aug 2, 2012 7:55 AM
72	Being better prepared to handle unique PW software issues.	Aug 2, 2012 7:06 AM
73	Not sure.	Aug 1, 2012 7:08 PM
74	Keep us informed when working on an issue rather than letting us "hang" thinking nothing is being done	Aug 1, 2012 3:27 PM
75	You all are pretty darn good	Aug 1, 2012 3:01 PM
76	Iron out the issues with Energov.	Aug 1, 2012 2:09 PM
77	Can not think of anything	Aug 1, 2012 1:49 PM
78	IFAS sucks, too many downtimes. & Please increase my email mailbox size.	Aug 1, 2012 1:42 PM
79	Quicker response time, or at least give updates so that we know that IT is working on it.	Aug 1, 2012 12:44 PM
80	Respond more quickly to requests for help.	Aug 1, 2012 12:37 PM
81	Help desk service seems to have slowed lately - things have been forgotten, and requests have taken a long time, especially for interns (I've had to repeat requests on their behalf to get service)	Aug 1, 2012 12:35 PM
82	Start over with the permitting system. I know, daunting, but actions that used to take a few seconds take a half hour of more in certain circumstances. It is ridiculously inefficient and is the epitome of that bad name government gets for being inefficient. Cut your losses and start over.	Aug 1, 2012 12:15 PM
83	I'm still unable to get into Employee Online for some reason.	Aug 1, 2012 11:47 AM
84	All is better already.	Aug 1, 2012 10:37 AM
85	Avoid service issues that have plagued the network for the last 6 months.	Aug 1, 2012 9:05 AM
86	keeping the system up (although not sure if this is in your control--might just be	Aug 1, 2012 8:20 AM



#### Q5. What one thing could we do better?

	the technology)	
87	Maybe some more proactive events, or trainings. I would like to have better knowledge of web design and creating mailing lists from GIS. I usually just get by with what I already know, and don't make time to learn how to do it better, or more efficiently.	Aug 1, 2012 8:16 AM
88	Acquire a better HRMS program	Aug 1, 2012 7:52 AM
89	I'm sure there's something...	Aug 1, 2012 7:50 AM
90	so far so good.	Aug 1, 2012 7:44 AM
91	so far so good.	Aug 1, 2012 7:44 AM
92	Work on Help Desk responsiveness/ communications. It is inconsistent. Sometimes they are quick on getting a response or fix out to you, but other times it will take hours or days before I hear from someone. Or other times a task or question will get dropped halfway through working with me.	Aug 1, 2012 7:31 AM
93	answer your help desk email requests--scrap energov	Aug 1, 2012 7:31 AM
94	Provide basic training for Office products such as Excel	Aug 1, 2012 7:17 AM
95	keep the system operating	Aug 1, 2012 7:11 AM
96	You guys all rock and have such great teamwork!	Aug 1, 2012 7:09 AM
97	Hire more people.	Aug 1, 2012 6:14 AM
98	You all ROCK! Everyone I have worked with has been so willing and kindly puts up with my lack of knowledge as well as my impatience. Thanks for all you do!!!	Aug 1, 2012 6:00 AM
99	Give out more free \$5 coffee cards?	Aug 1, 2012 1:13 AM
100	I truly cannot think of anything. Keep doing what you are doing.	Jul 31, 2012 4:53 PM
101	PLEASE help come up with a labor tracking process in the (soon to be) absence of Tenrox.	Jul 31, 2012 4:49 PM



**Q6. What should be IT's highest priority in the next year?**

1	Aegis Mobile 9.	Sep 2, 2012 2:14 PM
2	less down time of essential software	Sep 2, 2012 10:16 AM
3	Keeping all the different software talking with each other AND making sure everyone has the proper emissions.	Sep 1, 2012 5:21 PM
4	Taking care of what have.	Aug 31, 2012 2:31 PM
5	Keeping software updated	Aug 31, 2012 8:00 AM
6	It would be nice if IT was handling the PD's vehicle computer issues rather than NORCOM.	Aug 28, 2012 7:09 AM
7	To maintain the high standard of security and software we have come to know.	Aug 26, 2012 9:04 PM
8	Being able to resolve software issues that affect a whole program more quickly.	Aug 26, 2012 1:19 PM
9	Keep applications running and help desk accessibility	Aug 24, 2012 3:00 PM
10	When upgrades are done, maybe a trial test ahead of time would eliminate some of the problems and frustration we experience.	Aug 24, 2012 1:22 PM
11	.Fixing E-gov.	Aug 24, 2012 8:41 AM
12	Adjust the restrictions on the computers so we can add a printer or scanner driver without contacting IT. Right now I can't even drag and drop an icon from the Programs menu to the desktop.	Aug 24, 2012 7:51 AM
13	Continue doing what you are doing.	Aug 23, 2012 5:49 PM
14	For our group (HR) we really need help stream lining processes and this includes payroll as well. My ideal top priority for you would be to help us with this process and how we can find the right IT solutions to help with this endeavor!	Aug 23, 2012 1:42 PM
15	internet security	Aug 23, 2012 10:16 AM
16	Keep working on the laptops for field use.	Aug 23, 2012 9:38 AM
17	Explore partnerships with other cities and the county to eliminate any overlap of services.	Aug 23, 2012 9:16 AM
18	I think the Windows upgrade is (should) be at the top of the list.	Aug 23, 2012 8:40 AM
19	Keep PD up and going 24/7	Aug 23, 2012 8:33 AM
20	Making sure network problems aren't a daily occurrence!	Aug 23, 2012 7:31 AM
21	web site	Aug 22, 2012 9:37 PM
22	Continuing your great service!	Aug 22, 2012 6:49 PM
23	No comment.	Aug 22, 2012 4:41 PM

**Q6. What should be IT's highest priority in the next year?**

24	Roll out major updates and new stuff more seamlessly. Have it working flawlessly within a week.	Aug 22, 2012 4:29 PM
25	Keep upgrades to an absolute minimum, it's so hard to keep up with the changes in multiple software platforms with little training or bring up to speed timing.	Aug 22, 2012 12:46 PM
26	Trying to anticipate upgrade problems and prevent as many as possible.	Aug 22, 2012 12:25 PM
27	Maintaining a high level of customer service; along with some "down" time to preserve employee morale and effective productivity.	Aug 22, 2012 11:27 AM
28	Keeping the Network working. There is only so much that can get done without being able to use the computer, phones, fax, credit card machines etc.	Aug 22, 2012 11:22 AM
29	See #5	Aug 22, 2012 11:20 AM
30	In regards to my workgroup I think that we need to have a liason between the PD and IT so that we can find some better solutions to common or repeated problems.	Aug 22, 2012 11:00 AM
31	Respectfully, I'm not in a position to determine I.T's priorities but I do have a suggestion: On a department by department basis, truly assess the stability of those I.T related platforms, hardware and systems in place and identify our internally perceived vulnerabilities. Perhaps this will lead to developing simple contingency plans for those things that specific department deems critical or essential. I want somebody to ask, managers, supervisors and most importantly, end users this question: "What things do you most worry about losing or failing, and what would be the impact to your ability to do your job. The answers may surprise us and I believe the question itself would be appreciated, particularly from end users.	Aug 22, 2012 10:28 AM
32	additional time on the everyday tasks, like help desk. sometimes they aren't big issues for IT, all it takes is a simple response, but it helps the user significantly.	Aug 22, 2012 10:12 AM
33	Keep Help Desk Rocking. I'd like IT to explore staggered hours of some kind so there could be some evening support, say until about 2100hrs.	Aug 22, 2012 10:11 AM
34	City website	Aug 22, 2012 9:48 AM
35	Keep up the helpful, friendly attitude.	Aug 22, 2012 9:28 AM
36	Continue to improve systems and applications to make them reliable at all times.	Aug 22, 2012 9:19 AM
37	simplifying entergov!	Aug 22, 2012 9:13 AM
38	Teach me how to utilize the great tools we have	Aug 22, 2012 9:03 AM
39	Upgrading/revamping our city website and its useability and look. Also working on better communication between employees/HelpDesk reps re: HelpDesk problems that cannot be resolved immediately so that the issue does not get lost in the shuffle and left resolved for days/weeks.	Aug 22, 2012 8:59 AM
40	IFAS	Aug 22, 2012 8:59 AM

**Q6. What should be IT's highest priority in the next year?**

41	Hire another graphics designer to assist Dimitri	Aug 22, 2012 8:45 AM
42	A more stable GIS system and user interface. Not having the color aerial photo on hansen is less than desirable.	Aug 22, 2012 8:43 AM
43	Give the COK website a refreshing	Aug 21, 2012 5:22 PM
44	Improving its customer service and communication.	Aug 21, 2012 3:48 PM
45	You're all doing a great job, keep doing what you're doing!	Aug 21, 2012 3:28 PM
46	Continue the high level of customer service and communications.	Aug 15, 2012 10:35 AM
47	Replace aging Fire station printers.	Aug 15, 2012 7:25 AM
48	Refine Energov	Aug 14, 2012 7:04 AM
49	maintaining the systems that we have.	Aug 14, 2012 6:51 AM
50	Keeping what we got running smoothly	Aug 6, 2012 4:43 PM
51	keep up excellent work & communications	Aug 6, 2012 10:38 AM
52	Keep applications running.	Aug 6, 2012 9:27 AM
53	Quit updating programs unless you are going to get personnel back up to speed on the changes so they can continue to work efficiently.	Aug 4, 2012 11:01 PM
54	IFAS reports!	Aug 3, 2012 1:15 PM
55	More stability with the network...it seems like there were a lot of slowdowns with the network & email accessibility issues. Also, it'd be nice if IFAS was fixed. We get way too many emails of it's downtime, etc.	Aug 3, 2012 10:04 AM
56	I trust you to do what's best for us.	Aug 3, 2012 8:33 AM
57	I would like to say me... since I get myself in some sticky situations. Just keep up the great customer service.	Aug 2, 2012 4:31 PM
58	Spend less time controlling - more time doing. (that sounds mean but meant to be positive)	Aug 2, 2012 3:58 PM
59	MORE SHARED COMPUTERS AT THE MAINTENANCE CENTER	Aug 2, 2012 3:32 PM
60	business process improvements	Aug 2, 2012 10:27 AM
61	Maintain the same level of service - They're Doing AWESOME!!! Matt Cruz is PERFECT for the Job Of Supervisor. His responsiveness to technical issues are Superior - He always follows up to make sure the problems have been resolved. GREAT GREAT HELPDESK STAFF!!	Aug 2, 2012 10:23 AM
62	To replace the permit tracking system Energov and go back to Advantage	Aug 2, 2012 9:55 AM
63	Keeping applications working please.	Aug 2, 2012 9:31 AM

**Q6. What should be IT's highest priority in the next year?**

64	that server switch thingy that left us s.o.l. recently. bad server switch thingy! very, very bad!..	Aug 2, 2012 7:55 AM
65	Being able to have continuous software usage. :)	Aug 2, 2012 7:06 AM
66	Keep the system up and running effectively	Aug 1, 2012 7:08 PM
67	Help us get our printers to work correctly at NKCC	Aug 1, 2012 3:27 PM
68	Teaching us to be more efficient with technology	Aug 1, 2012 3:01 PM
69	Iron out the issues with Energov.	Aug 1, 2012 2:09 PM
70	improve Energov	Aug 1, 2012 1:57 PM
71	Keeping the quality people that you have.	Aug 1, 2012 1:49 PM
72	Reduce outages of service. We've had some big network crashes lately.	Aug 1, 2012 1:42 PM
73	Better help desk service.	Aug 1, 2012 12:35 PM
74	Finding a solution to energov	Aug 1, 2012 12:15 PM
75	Continued great customer service.	Aug 1, 2012 10:37 AM
76	Clearing up snags in EnerGov.	Aug 1, 2012 9:27 AM
77	See 5	Aug 1, 2012 9:05 AM
78	system stability	Aug 1, 2012 8:20 AM
79	Hmmm, can't really think of anything in particular. Just being available really helps us be efficient.	Aug 1, 2012 8:16 AM
80	Keeping IFAS alive	Aug 1, 2012 7:52 AM
81	Solve the IFAS issues... and bring about world peace.	Aug 1, 2012 7:50 AM
82	no idea	Aug 1, 2012 7:44 AM
83	no idea	Aug 1, 2012 7:44 AM
84	Communication with the rest of the City. Making the network more stable - seems like we lost lots of hours of productivity this year due to inability to connect to various drives.	Aug 1, 2012 7:31 AM
85	assistance with training programs for software like adobe need I even mention energov--scrap it	Aug 1, 2012 7:31 AM
86	Change the phone system to allow for better phone tree and provide training in question #5	Aug 1, 2012 7:17 AM
87	Fix the wireless internet connect at the Peter Kirk Pool so laptops can be used and connect to signal.	Aug 1, 2012 7:12 AM

**Q6. What should be IT's highest priority in the next year?**

88	Keeping the network up and working fast; improving the reliability and responsiveness of the internet	Aug 1, 2012 7:11 AM
89	Keeping IFAS and Hansen running	Aug 1, 2012 7:09 AM
90	Hiring more people.	Aug 1, 2012 6:14 AM
91	??	Aug 1, 2012 6:00 AM
92	Streamlining changes (which seems has been pretty good) is always beneficial. It's hard when people have to re-learn new programs when they get updated.	Aug 1, 2012 1:13 AM
93	I can't speak to this. I am not aware of the upcoming projects and I do not see any shortfalls in the work that is currently being produced in the IT Department.	Jul 31, 2012 4:53 PM
94	Making sure the big things like IFAS and...the whole network don't have major earth-shattering downtime.	Jul 31, 2012 4:49 PM





**Q7. Are you willing to share your name? If so, please let us know who you are and we will enter you into a drawing for a coffee card.**

1	Lapaki Zablan	Sep 2, 2012 2:14 PM
2	Christian Hemion	Sep 2, 2012 10:16 AM
3	Daniel Willson	Sep 1, 2012 5:21 PM
4	Larry Peabody	Aug 31, 2012 2:31 PM
5	Dawn Nelson	Aug 31, 2012 8:44 AM
6	Art Lim	Aug 31, 2012 8:00 AM
7	Joe Sanford, Fire	Aug 30, 2012 7:55 AM
8	Sgt. Troy Knafla (PD)	Aug 28, 2012 7:09 AM
9	Ben SUMAOANG #271	Aug 27, 2012 7:02 PM
10	Christina Brugman, volunteer	Aug 27, 2012 1:48 PM
11	Toby Nixon	Aug 27, 2012 12:23 PM
12	Matt Anderson	Aug 27, 2012 9:14 AM
13	Deb McGuire, KPD	Aug 26, 2012 9:04 PM
14	Mark Crickmore	Aug 26, 2012 1:19 PM
15	Loraine Rohrbach	Aug 24, 2012 5:26 PM
16	Eric Shields	Aug 24, 2012 3:00 PM
17	I would like to see some more training opportunities. Increasing the skill levels at the maintenance center would increase our effectiveness and potentially eliminate some of your work because we would understand and be able to deal with the minor issues ourselves. Thanks, Mark Berntsen	Aug 24, 2012 1:22 PM
18	Philip Vartanian Public Works Ext-3856	Aug 24, 2012 8:41 AM
19	Yes Mike Dettmer F&B Training 3698	Aug 24, 2012 7:51 AM
20	Mike Haschak. Thanks, but I don't drink coffee.	Aug 23, 2012 5:49 PM
21	Nicole Bruce	Aug 23, 2012 1:42 PM
22	Bethany Hensley	Aug 23, 2012 11:46 AM
23	Jeff Endsley	Aug 23, 2012 10:16 AM
24	Clell-	Aug 23, 2012 9:38 AM
25	Bob Sternoff If I win I want to donate the card to the help staff.	Aug 23, 2012 9:16 AM

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26	Don Carroll	Aug 23, 2012 8:40 AM
27	Bob	Aug 23, 2012 8:33 AM
28	Aimee Vance	Aug 23, 2012 7:36 AM
29	C. Pierce	Aug 23, 2012 1:48 AM
30	Glenn Peterson	Aug 22, 2012 9:37 PM
31	Amy Walen-	Aug 22, 2012 6:49 PM
32	Nels Petersen	Aug 22, 2012 4:37 PM
33	Mark Jung	Aug 22, 2012 4:29 PM
34	Leta Santangelo	Aug 22, 2012 3:56 PM
35	Melody Beath	Aug 22, 2012 3:27 PM
36	Mavis Karalius	Aug 22, 2012 12:46 PM
37	Sgt. Lisa Brouelette	Aug 22, 2012 12:25 PM
38	Joli Carswell	Aug 22, 2012 11:37 AM
39	Audrey Martin	Aug 22, 2012 11:27 AM
40	Callie Wilcox	Aug 22, 2012 11:22 AM
41	Lt. Mike Murray	Aug 22, 2012 11:20 AM
42	Loni Rotter	Aug 22, 2012 11:18 AM
43	Jonathan Ishmael	Aug 22, 2012 11:08 AM
44	Detective Dave Quiggle	Aug 22, 2012 11:00 AM
45	Bill Hamilton	Aug 22, 2012 10:28 AM
46	M.J.Ursino.	Aug 22, 2012 10:11 AM
47	Mike Aguilar-Fire	Aug 22, 2012 10:06 AM
48	Bill Henderson	Aug 22, 2012 9:28 AM
49	Jack Henderson	Aug 22, 2012 9:19 AM
50	Joan Lieberman-Brill	Aug 22, 2012 9:13 AM
51	Bryan McNaghten - if I win the card, give it to Shelli, Matt or Karen	Aug 22, 2012 9:03 AM
52	NeSha x3331	Aug 22, 2012 8:59 AM

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53	Christine Wilkinson, HR	Aug 22, 2012 8:59 AM
54	Angela Haupt	Aug 22, 2012 8:53 AM
55	Tracy Harrison	Aug 22, 2012 8:45 AM
56	Jason Osborn *3901	Aug 22, 2012 8:43 AM
57	Julie Kofoed	Aug 22, 2012 8:41 AM
58	Geoff Sandine x3169	Aug 21, 2012 5:22 PM
59	Jean Lim	Aug 15, 2012 10:35 AM
60	Julie Huffman	Aug 15, 2012 9:02 AM
61	Justin Becker KFD Station 26	Aug 15, 2012 7:25 AM
62	june fletcher	Aug 14, 2012 9:26 AM
63	Phillip Austin	Aug 14, 2012 7:04 AM
64	Jeremy McMahan	Aug 6, 2012 4:43 PM
65	Rod Lank - HR	Aug 6, 2012 10:38 AM
66	Teri Woolley	Aug 3, 2012 1:15 PM
67	Ok anything for a cup of coffee. Sharon	Aug 2, 2012 4:31 PM
68	David Walker - Thanks	Aug 2, 2012 3:58 PM
69	TERI HEDGES PW	Aug 2, 2012 3:32 PM
70	Neil Kruse	Aug 2, 2012 10:27 AM
71	Caryn Saban	Aug 2, 2012 10:23 AM
72	Terri Corp	Aug 2, 2012 9:55 AM
73	hey! what's the big idea here? .... why are you guys starting to sound like the "Shammy" guy? nevertheless, i am not above a little fool-givery. Senoj Ffilc, A&F - 6313-785-524 sssshhhh! that's top secret!	Aug 2, 2012 7:55 AM
74	Elizabeth Ordos	Aug 2, 2012 7:06 AM
75	Lourdes Mansanarez	Aug 1, 2012 7:08 PM
76	Lorayne Hendrickson	Aug 1, 2012 3:27 PM
77	Tony Leavitt	Aug 1, 2012 2:09 PM
78	Teresa Swan	Aug 1, 2012 1:57 PM

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79	Steve Lybeck	Aug 1, 2012 1:49 PM
80	Don Anderson	Aug 1, 2012 1:42 PM
81	nope, that gives me a label of "bad attitude" because I don't like something.	Aug 1, 2012 12:15 PM
82	Betsy Maxwell	Aug 1, 2012 11:47 AM
83	Patrick Burke/Mail Services	Aug 1, 2012 10:37 AM
84	Katharine Durish	Aug 1, 2012 9:27 AM
85	Tory Haschak	Aug 1, 2012 9:05 AM
86	Regi Schubiger	Aug 1, 2012 8:49 AM
87	Amy Bolen	Aug 1, 2012 8:16 AM
88	Michele Sutherland	Aug 1, 2012 7:52 AM
89	Lorrie McKay	Aug 1, 2012 7:50 AM
90	Craig Salzman	Aug 1, 2012 7:44 AM
91	Craig Salzman	Aug 1, 2012 7:44 AM
92	Suzanne McCauley	Aug 1, 2012 7:26 AM
93	Nick Seibert	Aug 1, 2012 7:17 AM
94	Kelsey Hayes	Aug 1, 2012 7:12 AM
95	Dayleen Krueger	Aug 1, 2012 7:09 AM
96	Mike St. Jean	Aug 1, 2012 7:01 AM
97	Chris Kelley	Aug 1, 2012 6:14 AM
98	Cindy Campbell	Aug 1, 2012 6:00 AM
99	Jonathan Holen, Corrections Cpl.	Aug 1, 2012 1:13 AM
100	Nicole Unger	Jul 31, 2012 4:53 PM
101	My name is Cheryl Harmon and I approve this message.	Jul 31, 2012 4:49 PM